

# **REGION-BUILD**

## **PROJEKT EURÓPSKEJ SPOLUPRÁCE**

Regionálny rozvoj a cestovný ruch  
– národné prístupy a príklady z praxe

# **REGION-BUILD**

## **EUROPEAN PARTNERSHIP**

National approaches to the sustainable regional  
tourism development. Examples of good practice

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## **REGION-BUILD, PROJEKT EURÓPSKEJ SPOLUPRÁCE** **Regionálny rozvoj a cestovný ruch – národné prístupy a príklady z praxe**

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# CONTENTS

INTRODUCTION .....	66
CHAPTER I / National environment for tourism development on behalf of regional sustainable development .....	67
1.1. Situation analysis / SWOT analysis .....	68
Greece .....	68
Lithuania .....	68
Slovakia .....	70
1.2. Strategies for regional sustainable tourism development; roles and responsibilities of stakeholders .....	73
Greece .....	73
Lithuania .....	73
Slovakia .....	78
1.3. Strategies implementation; networking of stakeholders and community involvement .....	83
Greece .....	84
Lithuania .....	85
Slovakia .....	86
CHAPTER II / Examples of good practice .....	91
Greece .....	92
Lithuania .....	93
Slovakia .....	99
CHAPTER III / National examples of education programs focus on regional build and sustainable tourism development .....	105
Greece .....	106
Lithuania .....	107
Slovakia .....	109
CHAPTER IV / Methodology of Cultural/Historical and Social Topography (CHST) as guarantee sustainability for regional development .....	111
CONCLUSION .....	115
ANNEXES .....	116

# INTRODUCTION

## REGION-BUILD IS A GRUNDTVIG 2 PROJECT, PART OF THE EUROPEAN SOCRATES EDUCATIONAL PROGRAMME

### The aims of the project

- to set up a framework for international co-operation between regional and local authorities, educational institutions, NGOs from Slovakia, Lithuania, Greece as a prerequisite for common strategy in developing and improving suitable way of education in the area of building up regional competitiveness;
- to transfer and to disseminate examples of good practice at local, regional and international level as strategic grounds for the development of the above mentioned fields in participating countries;
- to demonstrate participative methods in the process of introducing active citizenship.

The partners in the project are associations of city councils and institutions of adult education and Life-long Learning. All the institutions have huge experiences in different kinds of education and following the needs of their students or participants, they would like to implement educational programs focused on strengthening active citizenship and tourism.

### Lead Partner

**Slovakia**

## The Union of Towns and Cities of Slovakia (UTCS)

Voluntary association of local governments in the Slovak Republic. UTCS primary mission is promotion and supporting of public administration reform, strengthening local and regional governments, cooperation with cities and with local communities in the regional program development; development of Pan European cooperation of towns, municipalities and regions.

UTCS has expertise in cross-border and international cooperation of towns and regions in the EU framework, implementation of ICT-technologies in the different program for self-governments.

### Project Partners

**Greece**

## Vocational Training Centre N.E.L.E. of Prefecture of Thesprotia

Vocational Training Centre N.E.L.E. is a Certified Centre of Professional Training. The Centre provides the public in various regions of the Prefecture with life-long learning courses and training programs focused on social economy, tourism and environment, culture and ICT. The Center has expertise in different EU Community Initiatives, such as LEADER, INTERREG, NOW. It also organizes different seminars for a vulnerable group of population, in order to prevent participants from social exclusion.

**Lithuania**

## The House of Europe, Vilnius

Specializes in information and education programs on EU-related matters and has expertise in developing and introducing participative methods of learning, networking with interest groups, NGOs and media.

### Practical Manual

Practical Manual is a real output of the project that focuses on:

- To increase awareness among the public concerning the impact of regional management towards choices which are more compatible with sustainable development
- To establish successful models for local authorities and community members' involvement in the decision-making process by using the experience of local authorities and experts of the EU member countries.

# CHAPTER I

National environment  
for tourism development  
on behalf of regional sustainable  
development



## 1.1. SITUATION ANALYSIS / SWOT ANALYSIS

### Greece SWOT analysis

Threats	Weaknesses	Strengths	Opportunities
Tourism activities in stagnation	Weakness in the attraction of tourism investment	Strategic geographical place of Igoumenitsa	Revalorization of Nature ecosystem
Tourism infrastructure problems	Competition from other competitive places with competitive advantages	Promotion of Igoumenitsa as link center with tourism orientations to inland	Revalorization of natural and cultural resources
Lack of skills of managing resources			Development of business tourism
Domination of passing tourism			Building of tourism accommodation of high quality level
Lack of infrastructure in accommodation and support of tourism activities			Revalorization of available public resources
Not valid revalorization of Nature areas			
Restricted possibilities in the development of tourism infrastructure out of the main urban area			
Family character of tourism infrastructure			

### Lithuania SWOT analysis

#### STRENGTHS

##### 1. Internal setting.

- Ample recreation resources (lakes, rivers, forests, the coast line).
- Ample natural curative resources.
- Rural landscape which is little urbanised.
- Ample cultural and historic resources (ethnic culture, architecture, museums, old towns).
- Two tourism objects listed on the UNESCO world cultural heritage list.
- Hospitable residents.
- Well developed national park system.
- Relatively new tourism region.
- Comparatively low (if compared to Western Europe) tourism service prices (food, public transport).
- Quite dense road network.
- Established national tourism legal basis.

##### 2. External setting.

- Historic, cultural and ethnic relations between Lithuania and other countries (Poland, Latvia, Russia, Germany, Israel, USA).
- Convenient geographic location – close to the huge tourism market – Germany, the countries of Scandinavia, Finland, Poland, Russia.
- Two main EU transport corridors (East-West, North-South) are in the area.

## WEAKNESSES

1. *Internal setting.*

- Insufficient shaping of Lithuanian image as a state.
- Legal environment does not encourage tourism development.
- The National Tourism Department administration status is too low.
- The Law on Resort and Recreation is not drafted.
- It is difficult for the tourists from the Eastern market to enter the country because of the visa regime.
- Passenger railway transport services are of low quality.
- Undeveloped internal water transport as well as berth infrastructure.
- Inconvenience to reach Lithuania by sea (no passenger and cruise terminal).
- Inexistence of cheap flights.
- Undeveloped camping system and cycle path infrastructure.
- Insufficiently used and established cultural, natural, and historic heritage objects for tourists' visits.
- The lack of information signs, indicators, stands on the streets/ venues which could help to find the way.
- Public institutions do not pay sufficient attention to tourism development.
- Insufficient tourism sector administration capacities in municipalities.
- Insufficient public and private investments in tourism sector.
- Poor tourism information system (low quality information, lack of information in different languages, difficulty getting information on holidays and days-off, the information is not relevant).
- Insufficient choice in entertainment and leisure activities.
- Insufficiently developed conference tourism infrastructure.
- Tourism service providers do not pay sufficient attention to the service quality and hospitality.
- The tourism is presented with lack of differentiation with regard to regional (county) differences.
- Insufficient focus on local tourism planning and marketing.
- Insufficient scientific research in tourism area.
- Underdeveloped off-season tourism.

2. *External setting.*

- It is difficult for foreign tourists to get into Lithuania by sea and land (the condition of Polish roads and safety when travelling is not sufficient).
- There are no railway tracks in the South –North direction.
- Lithuanian embassies and representations, counsellors take insufficient care in forming the game of Lithuania as the state of tourism.
- Public institutions take insufficient active part in promoting foreign investments to the development of recreation and tourism objects.
- Lack of information and tourism is little supported in foreign markets.

## OPPORTUNITIES

1. *Internal setting.*

- It is possible to use the EU structural funds in implementing different tourism service, infrastructure, marketing projects.
- To more efficiently use the national recreation potential for the nationals of other countries.
- The restructuring of the country economy releases labour and material resources which could be rationally directed and used in tourism sector.
- Develop wellness and recreation tourism.
- The drafted economic business branch strategies will provide better opportunities to develop tourism in the country and separate tourism regions.
- Develop interregional importance tourism roads.
- The established national tourism information system, tourism information centre could disseminate information about Lithuania.
- Promote support and development of small and medium business by developing rural tourism.
- Efficiently use scientific potential of the country.
- Increase national budget share to draft regional tourism strategies, territorial management, marketing and monitoring, the development of infrastructure.
- The need for specialised tourism products expanding the business areas (conference, cruise, rural tourism, ecological tourism, active tourism, cultural cognitive tourism).
- Improve investment climate (attractiveness).
- Improve the quality of services in the hospitality industry.
- Participate at international tourism exhibitions, business missions and tourism presentations and promote Lithuania in foreign markets.



2. *External setting.*

- Strengthening market economy opens up the opportunities for local and incoming tourism development.
- Accession to the EU and development of international relations.
- Improving tourism flows and market differentiation.
- Using the opportunities of the Baltic States as a common tourism region for cooperation in the tourism sector.
- Develop common international routes with the neighbouring countries.
- The reduced attractiveness of separate European and Asian tourism regions will increase the attractiveness of other regions.
- Using wide eastern and North-East market opportunities.
- Focussing on the work of tourism market leaders, their marketing and investment trends as the market leaders dictate tourism fashion, its tastes and interest.

## THREATS

1. *Internal setting.*

- Possible change in the established national economy development priorities.
- Insufficient funding to promote tourism sector development.
- Incapacity to establish the image of Lithuania as a sea state.
- Irrational use of investments in tourism.
- The loss of attractiveness in cultural historic and natural heritage objects.
- The decay of the Baltic coast line protective dune.
- Qualitative and quantitative decline of recreation resources.
- Incapacity to increase tourist flows.
- Not reducing crime rate.
- The decline of rural tourism potential.

2. *External setting.*

- The competition of close tourism markets to Lithuanian tourism.
- The chemical materials buried after the war have come on the surface – ecological disaster.
- Incapacity to use the EU structural funds and other foreign support funds.
- The increasing migration of young people to other foreign regions due to unemployment and economic decline.

*Source: National Branding Strategy of Lithuania, [www.lrvk.lt](http://www.lrvk.lt)  
Strategy of tourism development*

## Slovakia Tourism SWOT analysis

SWOT analysis as an overall tool indicates possible alternatives of the future trend of tourism, possibilities of its utilisation or solving.

STENGTHS	Possibilities for advantages' utilisation
Most favourable conditions in Mid-Europe for mountain tourism – summer and winter	Winter sports, summer tourism, offer of healthy environment, unique climate spas for cure of air passages diseases
Well-preserved natural potential, flora, fauna, land scenery, almost no natural disasters	offer of healthy environment with high degree of countryside protection, presence of various natural values at relative small territory
Miscellaneous and variety of tourist attractions for various target groups	Strong targeted management, product differentiation according to needs and expectations of target groups, targeted marketing focused on middle segment
Multitude of national parks and declassified caves	Utilisation in medical and vacation forms of tourism
Multitude of historical architectural landmarks, historical town reserves	Focusing on their permanent restoration and maintenance with support from European funds and their rebuilding for purposes of utilisation in tourism
Cultural heritage, folk art, music, manners, handicrafts, folklore, architecture, cultural programs, festivals	Creation of new attractions and programs, their utilisation in marketing communication and balanced diffusion in the whole territory

unique conditions for spa and medical tourism	Campaign for participation increasing in the framework of spa tourism, fitness, wellness, offer variety suitable for year long utilisation
Good marked network of tourist paths throughout all country	Active stay of the visitor in the natural environment, mountain tourism, possibility to adapt character of the visited country following seriousness of target groups
Furnishing with personal mountain traffic equipments, artificial snow (but in inconvenient quality and structure)	Publicity of winter sports, systematic reconstruction and renovation of obsolete cableways and ski lifts
General well education of population	Harmonization of vocational schools study plans with needs from praxis, retraining and increasing of motivation to change of approach to work in services
Favourable prices level for foreign visitors	Possibility to become a holiday country for numerous middle income categories from neighbouring as well as from farther countries
<b>WEAKNESSES</b>	<b>Possibilities for shortcomings elimination</b>
Absence of significant tourist image, low knowledge of Slovakia in foreign tour operators	Long-term creation of Slovakia image as perfect holiday country, study tours for foreign dealers, market research in sending countries, introducing new image elements
Unknown target country for foreign visitors	Processing new concept of propagation of Slovakia with more expressive financial participation, new marketing activities of SACR, regular gathering and evaluation of foreign tourist expectations of their visit to Slovakia
Incomplete traffic infrastructure of highways and fast railways	Completion of highways network, enhancement of railway and highway networks, airways lining up with important sending countries
High rate of one-day and transit visitors, low rate of staying tourists	Preparation of new products and service packages for extend stays, market friendly behaviour of subjects in tourism, advertising of new attractions, more elastic price policy, targeted marketing to some segments of consumers
Inadequate orientation of Slovak tourist agencies to active foreign and home tourism	Motivation of home and foreign tour operators to arrive tourists to Slovakia with support of new economic tools, policy change of hotels in ensuring foreign clients, product assembling in destination places
Inadequate maintenance of cultural and historical landmarks, inadequate ensured accessibility of sacral landmarks	Offer of suitable objects to rent or let to suitable investors with possibility of their utilisation for accommodation, solving problem of accessibility of landmarks via agreement with their custodians with respect to ensuring safety of sacral objects and their movables
Inconvenient quality and structure of mountain traffic equipments in the winter centres of tourism	Supporting of building and reconstruction of mountain traffic equipments also with support from the structural funds of the EU
Incomplete network of local and regional association and tourist information offices	Preparation of Act on creation and funding tourist associations, creation of regional marketing offices of SACR, searching new sale channels for tourism products, founding of local and regional association with competences and resources for support of their activities
Spontaneity in the tourism development at local, regional as well as national level	Systematic preparation of conceptual and development documents focused on tourism development strategy in municipalities, regions and in whole country measure
Lack of complex tourist products	Fomentation of business sphere to their creation, cooperation with surrounding countries, regions, municipalities and strategic partners abroad
Low labour costs in tourism corporations and leaving of quality workers abroad	In cooperation with professional federations and employers searching for solutions for making professions more attractive
Language shortness of population	Accentuation of need of learning foreign languages, change of approach to study foreign languages, enhancement of language trainings in educational institutions

Absence of satellite account of tourism	Project solution and its funding according to OECD methodology with aim to obtain objective view on positive influence of tourism to economy of the country
Imperfect and non-uniform statistical account of the tourism performance	Adaptation of statistical research methodology in sense of experiences from EU, OECD and UNWTO countries with developed tourism, in order to obtain base for competent decision, base shall be methodology of obtaining data from accommodation services (not at frontier crossing)
<b>OPPORTUNITIES</b>	<b>Possibilities for opportunities utilisation</b>
Discovering Middle and Eastern Europe in the framework of the European tourism	Common offer of V4 countries at third markets (USA, Japan, China, India), creation of common products, harmonization of marketing processes and charter flights
Utilisation of the EU supporting programs for completing infrastructure and creation of new products	Participation in new tenders and grant schemes announced in the EU framework, rural restoration and preservation of traditional forms of farming, completing winter ski centres
Stimulation of the middle segment population to participation in home tourism	Improving exchange balance of tourism contribution for the Slovak economy, creation of new working vacancies and great possibilities for penetrative reduction of unemployment
Increasing number of weekend travel in Europe	Investments to aqua parks , thematic centres, organization of regular cultural and social events to lure short-term visitors especially from surrounding countries
Contribution of tourism to stabilisation of economy in the region	Creation of new job opportunities, preservation of folk manners, folklore, handicrafts, Termination of leaving young people from the countryside, utilisation of country settlements for recreation
<b>THREATS</b>	<b>Possibilities for threats elimination</b>
Increasing international competition in the tourism market, limited possibility to make right	Concentration on marketing offer differentiating us from other European tourist destinations, knowledge of the marketing strategy of our neighbours, accent on our uniqueness
Unreadiness and absence of tourism development plans in regions and target places	Routing state support to regions and destination places of the priority interest, integration local and regional authorities and self-governments to management of tourism
Strengthening of the Slovak Crown exchange rates towards foreign currencies	
Decrease of demand in the home tourism	Incitation of more favourable offers in the framework of home tourism, targeting marketing to home tourist, creation of holiday cheques
Stagnant sense of natural values preservation in retrogressive environment	Changing view of population to significance of preservation of natural values, searching for compromise solutions in the tourism development in national parks and protected areas accordance with permanent sustainable development
Underestimation of the human factor and professional training of employees in the tourism	Restriction of employment of not qualified labour power especially in management and operation, intensive advisory and educational activity for beginning entrepreneur

Source: Slovak tourist board, [www.sacr.sk](http://www.sacr.sk)

## 1.2. STRATEGIES FOR REGIONAL SUSTAINABLE TOURISM DEVELOPMENT; ROLES AND RESPONSIBILITIES OF STAKEHOLDERS

### Designing a strategy for regional and sustainable development

Greece

Designing strategy for the regional and sustainable tourism development at the local level is a common task. The main actors of this development process are local authorities at all levels of the local self-governance, specialized central government authorities (Forestry and Soils Management Authorities of the Ministry of Rural Development) social partners, the Chamber of Commerce and the civil society (NGO's).

The strategy is being focused on the promotion of the comparative advantages of the region, the revalorization of the untouchable natural environment through mild actions intended to its conservation based on the activation of the endogenous potential.

The National Sectoral Operational Program, the Regional Operational Program, the European Programs and Initiatives (Leader, 7th Research Framework Programme, Natura 2000, etc.) support the realization of the strategy as well as the National Integrated Agricultural Development Programs (O.P.A.A.X.) and the horizontal actions and Initiatives at the national and European level (Equal, Youth & Women Entrepreneurship etc).

Setting up and the implementation of the framework program on agricultural development in which "Agricultural tourism" is one of its pillars entrusted to the intermediary development entity "IPIROS S.A. It assumes the general designing and management of the agricultural tourism development. Members of the above-mentioned company are the main Local Authorities of the whole region of Epirus and the social partners.

#### **The details of actions are being realized by:**

- a) The local development entities, the Development Enterprises and the Association for the Management of Protected Areas, created by all Municipalities and the Prefecture, and
- b) Private persons through the development of entrepreneurship.

These actions are supported anywhere from 50 to 60% for productive investment, extended to 100% of the proposed project budget in rural areas of the region and for structural development actions intended to support environmental development projects (waste treatment, pathways, observatories, access to natural and historical monuments etc.) The above-mentioned entity realizes actions in line with the principle of complementarities.

### Designing a strategy for regional and sustainable tourism development

Lithuania

#### **Aim of the Strategy**

The tourism development strategy defines long term priorities of tourism development necessary to promote the development of tourism business in the country and its regions and to use the country's tourism potential effectively (natural, cultural, recreational, human and business infrastructure resources). The aims and actions defined in the strategy document will reinforce the possibilities of cooperation and relations between certain state institutions and private business sectors implementing the set measures of tourism development, employing and rationally using the financing from the EU structural funds for improving competitiveness of the tourism sector.

Declaration of tourism as a prioritised branch in 1994 and 1999 National Tourism Development programs increased the activity of both private organizations providing tourism services and state institutions. The Law on Tourism was adopted in 1998. According to the Law, National Tourism Development program and regional projects are foreseen as measures of state tourism policy and planning. The Law defines local and incoming tourism as a state priority. The Law also defines minimal requirements for tourism service in order to eliminate unfavourable factors for the image of businesses and to improve the quality of tourism service.

Other legal acts have also influence on the development of tourism services: Law of Protected Areas, regulations on land acquisition, trip taxation, border control posts and issuance of visas. Law on Tourism and related statutory acts are progressive, as they are oriented to the rights of consumers (the Civil Code of the Republic of Lithuania regulates the provision of tourism services). However, currently effective legal acts regulating tourism do not provide for the control mechanism for tourism business representatives' activity registration, for authority of state institutions to solve interdepartmental issues; the coordination of tourism activity is planned insufficiently, including provision of information for tourist markets, and assigned financing as for the priority branch of economy is minimal. Legal acts adopted by the State Department of Tourism and other ministries and departments are insufficiently coordinated.

Preparing the strategy of tourism development, the present situation of tourism in Lithuania, the main tourist markets, tourism resources, possibilities of tourism business development and general trends of the world and European Union tourism development are provided.

While reforming Lithuanian economy and developing business opportunities for the country's community, a competitive – in terms of tourism - country should be formed as an important link in the Baltic Sea tourism region as well as the country with emerging competitive tourism regions; the aims of the strategy should be achieved creating the basis for partnership and cooperation between the main segments of recreation and tourism economy – state, private, and non-governmental institutions – preparing consistent and sustainable tourism development programs.

### **Accommodation basis**

The activity of accommodation enterprises and a number of provided lodging per night is especially significant in evaluation of tourist expenses and the duration of their stay in the country. Referring to the structure of tourist expenses, the major part of expenses is assigned to accommodation and catering services, other parts to transport, purchases, souvenirs, etc. Thus, the income of enterprises providing accommodation and catering services depends on the tourist's stay duration in the country. A number of nights stayed by tourists is also an important factor in economical and practical terms.

*The duration of stay in the country and in accommodation enterprises decreases due to several reasons:*

- Tourists who arrive on business or other business matters usually stay for 1 – 2 days;
- Quite a big part of tourists from the Western and Eastern Europe stay per night at private persons providing accommodation services, at friends or acquaintances (referring to the data of selective questionnaire surveys carried out by the State Department of Tourism);
- Those who arrive in Lithuania due to sightseeing and leisure reasons treat Lithuania as a part of the Baltic Region and go to neighbouring countries - Latvia, Estonia, CIS (Commonwealth of Independent States) countries;
- A narrow range of tourism services (especially entertainment and recreation ones).

Along with the increasing number of European level hotels and motels in Lithuania, greater number of foreign tourists is expected to stay there because of poorly, both in terms of quality and quantity, developed specialized accommodation basis (holiday camps, rest houses) arriving guests choose them more and more seldom.

It is difficult to evaluate the tendency of local tourism increase or decrease because a part of community lives below the poverty line (14 – 16%), prices of service do not correspond to the salaries of the middle class and intelligentsia. Also there is neither required informational nor organizational structure supporting the development of this type of tourism. However, presently the rural tourism is developing quite rapidly, and it has vast possibilities due to tourism markets, demographical factors, interest in Lithuanian culture and traditions. Due to the re-focusing of agriculture on the service sector, searching for new fields of activity, a number of rural tourism farmsteads is increasing every year according to the data of the Countryside Tourism Association of Lithuania. Development of rural tourism creates new jobs in villages. Besides, the World Tourism Association forecasts increase in ecological tourism by 25 – 30 %, and cultural one by 10 – 15 % in 2020. Potentially, interest in this type of tourism will increase due to the rapid development of tourism resources and rural tourism services as well as due to the change of agriculture orientation to the cultivation of ecological products. Also the increased interest in tourism related with visiting theme parks and entertainment centres is forecasted.

### **Social and economic prerequisites**

The development of Lithuanian economy and social conditions determine the growth of incoming and local tourism flows. Dynamically developing Lithuanian economy results in new business possibilities and the increase of number of business tourists accordingly. Increasing income of businesses and residents stimulates local tourism. The main prerequisites of social and economical development of tourism in Lithuania are the following:

- Stability of macro-economical situation and growth of economy.
- Gross Domestic Product (GDP) of the country is increasing, inflation is decreasing.
- Increase of foreign investments.
- The effectiveness of employment of the EU structural funds is especially important factor.
- Increase of Lithuanian foreign trade.
- Relations of Lithuanian firms with foreign companies are expanding, which results in growth of businesses.

- Increase of standard of living in Lithuania and growth of purchasing power.
- This tendency has a great impact on the development of local tourism.

### **Other prerequisites are also important for the development of tourism business in Lithuania**

- Convenient geographical position.

Lithuanian territory is in the middle of Europe Continent. It is a convenient geographical position for tourism development. It is especially important that the country can be accessed by various means of transport.

- Abundant tourism resources.

Resorts and natural complexes, seaside area, a lot of cultural heritage objects and other objects of cultural tourism (museums, theatres, events) create possibilities for the development of different kinds of tourism.

- Ethnic groups' interest in Lithuania.

Quite a lot of Lithuanians live in different parts of the world, also historical interest in Lithuania by citizens of other countries is still present.

- Improving the image of Lithuania as a country and the image of Lithuanian tourism.

Many years Lithuania was a secluded country and it becomes a particular discovery for tourists who are attracted by country's nature, culture or even soviet inheritance, especially for tourists from the Eastern and the South-Eastern Asia.

### **Transport network**

One the most important preconditions for tourism development in Lithuania is convenient access of the country by various means of transport and sufficiently well developed transport system.

The national transport system, which includes railways, roads, water and air transport does not satisfy the growing demand for transit and other transport services. Due to favourable geographical position Lithuania is one of transit countries between Western Europe and CIS (Commonwealth of Independent States) countries. Two international transport corridors running across the territory of Lithuania are of high priority and importance in the entire European transport network system, i.e.: a branch of North–West corridor (highway VIA BALTICA and railroad branch Tallinn–Warsaw) and a branch of East–West corridor (Kiev–Klaipėda, with a link Kaunas–Kaliningrad). The corridor Western (Northern) Europe – Russia is also of big importance.

The transport system of Lithuania is being integrated into the Western Europe transport infrastructure network and the market of transport services. In the state investment programme the Transport sector is defined as a priority development sector; the national Transport development program of the Republic of Lithuania is approved. All the above factors create conditions for consistent and sustainable development of the transport system.

### **Legal preconditions (legal basis)**

Tourism business development, implementation of the tourism policy and strategies should have corresponding legal basis – laws and statutory legal acts.

Tourism is regulated by the laws that stipulate tourism business, regulate tour organisation activities, submission of tourism information and rendering of accommodation services, protect consumers' rights and make pre-conditions for formation of legal basis.

In order to promote the tourism business, the laws should provide for favourable conditions of visa issuance as well as convenient procedures of border and customs posts for local and foreign citizens; also for favourable tax policy in regard of tourism business to promote incoming tourism and construction of tourism service objects.

As tourism business is inter-related with many branches of the national economy (transport, communications, accommodation and public catering services, etc.), the business is influenced by international relations and openness of the state, the management of tourism sector becomes an issue of inter-institutional character. The management is defined as coordination of interests among subjects operating in various economy sectors and various state government and self-government institutions.

An important role in this field is to be played by actively operating public organisations of tourism business subjects that represent interests of their members, compile and disseminate information on provided services. The aims of such organizations: to facilitate tourism development, to increase quality of services, to advertise and promote tourism services in international and in local market.

Summarising, a conclusion can be made that currently existing – although quite favourable – preconditions for tourism development in the country are still insufficient for qualitative leap of the tourism, as practical implementation and application of such preconditions is not only subject to big investments but also to formation of favourable attitude of the state and the public.

At the moment a new wording of Law on Tourism is being prepared.

## Conclusions

Improving the economic situation and increasing the standard of living create favourable conditions for the tourism development in Lithuania, especially for local tourism. Relatively low prices are still one of the factors attractive for tourists not only from the East, but also from the West.

The growth and restructuring of Lithuanian economy, international integration of the country create favourable possibilities for the development of tourism business and the sector of tourism services. A favourable investment area is being formed.

More favourable laws regulating economic activity of foreign subjects in Lithuania increase the interest of foreign businessmen in Lithuania, therefore a number of business tourists increases.

Tourism resources - monuments of architecture and history, events organised by cultural institutions, picturesque scenery – increase attractiveness of Lithuania for tourists, however this potential is not employed to full extent. Objects of cultural heritage should become objects of tourism services, and old towns of cities should become zones of tourism business and tourist attraction.

Country's transport system, expected investments in the development of the sea port and the integration of the transport system into the network of European transport infrastructure create favourable conditions for the activity of tourism subjects and the development of this sector. On the other hand, possibilities of Lithuanian international transport flows are insufficiently used for tourism and issuance of visas as well as border formalities negatively influence tourism business.

Although the number of accommodation objects increases, the problems of accommodation basis structure remain. Occupancy rate of hotels in the biggest cities is almost 10% higher than in other places of the country, but there is a lack of middle class hotels which are especially requested by guests from the Western and the Northern Europe. The variety of accommodation objects is still poor. There are very few holiday camps, motels, rural tourism farmsteads, youth hostels, tourist class hotels.

Activity of public organisations of tourism business (information dissemination, marketing, support of their members) should be encouraged as this is the way to increase the supply of tourist services as well as to improve their quality.

*Source: The Tourism Development Strategy, [www.lrvk.lt](http://www.lrvk.lt)*

## Recommendation

*While creating the strategy of a region development it is necessary to set priorities and evaluate all factors which influence this development. It is proposed to use S.W.O.T. methodology for the analysis of natural, cultural, social-demographical and social – economic environments, take into account legal acts, possibly influencing the development of a region (laws on protected areas, etc).*

## GOOD PRACTICE

### Revival of Druskininkai resort

[www.druskininkai.lt](http://www.druskininkai.lt)

Druskininkai, once an agonizing town, has become an attractive resort not only for residents of Lithuania, but also for holidaymakers from other countries.

#### It was achieved due to consistent work:

- Preparing the analysis of present and future tourists' flows;
- Preparing and implementing long-term Druskininkai advertising campaigns;
- Creating unified strategy of resort marketing, encouraging the implementation of new marketing means in order to popularise Druskininkai resort;
- Creating favourable conditions for the creation of new objects of healthiness, sports and relaxation (a stadium, skiing trails, a stud-farm, golf playing fields, paintball playing grounds, an ice arena, etc)
- Construction of an aqua park – it is the first in Lithuania and the most modern in the Eastern Europe aqua park;
- With regard to clients' needs, the initiation of creation of new healthiness and recreational programs and tourist routes;
- Creation and practical implementation of resort service quality evaluation systems;
- Organising employees' trainings in their workplaces;
- Organising service specialists' probations;
- Preparing investment programs of present municipality lots and buildings (the use of former railway station for tourism information centre);
- Preparing campaigns and programs to encourage enterprises.

The revival of Druskininkai started approx. in 2003 when the new mayor of this resort was elected.

The revival of Druskininkai resort was one of the priority tasks of the Republic of Lithuania since the unemployment rate has reached more than 30% of able-bodied townspeople. Therefore, the finances for the revival were given both by the European Union and Lithuania's government. Later on, the finances started to come from the private sector.

## Bicycle tourism project „EuroVelo“

[www.dviratis.lt](http://www.dviratis.lt), [www.eurovelo.org](http://www.eurovelo.org)

It is an international bicycle track connecting Latvia with Kaliningrad region.

The main aim of the Project “Eurovelo” is to popularise bicycle tourism and bicycles as ecological means of transport in all Europe, especially in the Eastern and Southern parts of it, including Lithuania.

### Other objectives of this Project:

- To create European network of bicycle tourist routes, consisting of 12 high quality bicycle trails connecting all European states. The total length of these routes is over 65,000 km;
- To create new work places and encourage economical development of regions in the sector of bicycle tourism infrastructure development and cyclists' service, especially in the rural areas, which are distant from the main tourism centres;
- To popularise international bicycle tracks and to encourage the development of national and local bicycle tracks as well as the development of bicycle infrastructure in the cities in this way;
- To promote a shift from the private car to the bicycle.



The project started in 1995. The managers of this project are “De Frie Fugle” (Denmark) and “Sustrans” (UK). The income comes from the EU and ministries of communications of the countries. It was calculated that the promotion of bicycle routes will cost approx. 75 billion of litas (Lithuanian currency).

## Project of marking Lithuanian places to visit

In main and country roads, informational signs showing the way to the places to visit (201 sign), rural tourism farmsteads (454 signs) and tourism information centres (107 signs) have been mounted. Also 35 big informational stands have been set up.

This Project paid attention to less famous objects to visit, tourism information centres, other recreational institutions for travelling tourists. It is not only physical, but also psychological help for members of communities encouraging the development of tourism in their regions.

The project was launched by the ministry of communication in 2004. At present the places to visit are easy to spot therefore all tourist have no problems finding the most attractive places or objects of Lithuania.

The ministry is looking forward to keep signing attractive and interesting places to visit in the future.



## Slovakia

## Strategy of tourism till 2013 in conditions of Slovakia in connection to the approved “Tourist Trade Regionalisation in the Slovak Republic” of 2005

Global changes in tourism must be respected also by countries of Middle Europe, which get through a complicated transformation after the EU accession. There is no other alternative for these countries than getting involved in the process of globalisation. Therefore, the task of tourism is and will be the preservation of national identity of Slovakia as one of the basic elements of competitive advantage.

The top task within the renewed Lisbon strategy is securing economic growth and employment increase with a parallel support of social and environmental objectives. At the same time the European Commission elaborated a renewed policy of European tourism under the name “Reinforcing the partnership in European tourism”, the main aim of which is to enhance competitiveness of European tourism and to create a higher number of jobs while securing sustainability of tourism within the European Union as well as in the global context.

The government of the Slovak Republic undertook in the manifesto of the government of the SR for the period 2006 – 2010 to create conditions for the startup of travel and hotel industry aiming at enhancing the proportion of the economic branch in the gross domestic product of the Slovak Republic. It will secure the foundation of the satellite tourism account, set principles for the state policy of tourism development as an area of public interest with the focus on the support of development and on the meaning of domestic and active foreign tourism. The government of the Slovak Republic will reappraise the Strategy of tourism development in the Slovak Republic till 2013 and will prepare a complex legislation securing the execution of the state policy of tourism development with regard to the institutionalisation of this sector. Using motivating economic and financial tools it will support investments to tourism aiming at the increase of quality and complexity of the services provided. Also with help of the EU structural funds the government of the Slovak Republic will create a system of financial support for the activities of municipalities, villages, towns and entrepreneurial subjects for the development of bearing forms of tourism. The government of the Slovak Republic will back faster actions on the new zoning of protected areas, so that while preserving the goals of the nature protection the entrepreneurial activities for the tourism development are enabled and natural as well as cultural values of the protected areas are preserved for the next generations.

The vision of the Slovak tourism up to 2013 is “Slovakia as a country with a dynamically developing tourism”, which offers a broad range of products for domestic and foreign visitors.

The new strategy of tourism development in the Slovak Republic, which was approved by the government in the meeting on 9 May 2007, sets five focal forms of tourism, for which Slovakia has the best prerequisites, namely depending on the corresponding location or region. These are as follows:

**Summer hiking and stay at water.** Leisure time at water in summer season has become the most massive form of recreation and sport. Nature, assorted countryside and relatively pure environment are main strengths of the offer of Slovakia, which attract a considerable number of visitors.

**Spa and health tourism.** Slovakia with its spas ranks among traditionally developed countries of Europe. In the market of tourism there is an interest in using the offer especially of traditional spa treatment, the interest in so-called wellness product (takes 2 to 5 days) is growing dynamically. To improve the position of spas it is necessary to enhance in particular their material-technical base as well as the microstructure of spa towns and spa environment, to enrich the offer by supplement services.

**Winter tourism and winter sports.** Slovakia has very good natural conditions for this form of tourism, and this even in comparison with neighbouring states. It is necessary to prefer finishing, reconstruction and quality improvement of already existing facilities and centres and of the services they provide. It is necessary to focus in particular on guests from those countries where there are not big skiing opportunities (Hungary, Poland, Czech Republic, Russia, Ukraine, Croatia, Latvia, Lithuania, Estonia, Bulgaria and Rumania), namely with a complex offer of services.

**Urban and cultural tourism.** The cultural-historical potential of our cities is not used sufficiently at present. Mansions, castles, yeomanry curias are in many towns in a bad technical state, for whose repair there have never been free financial means. It will be possible to use means from the European structural funds for their reconstruction.

**Rural tourism and agrotourism.** Rural tourism and agrotourism in Slovakia are becoming a relatively new form of tourism, in particular in the mountain and submountain areas. There is a steadily growing interest in village life abroad, which gives Slovakia great chances to establish itself in the international market of rural tourism.

From the above it follows that the whole strategy of tourism development is closely connected with the starting points of “Regionalisation of tourism in the Slovak Republic“, which evaluated the potential of individual regions for tourism

development and separately its most significant forms. Regionalisation as an indicative and supportive document is aimed at subjects of public administration, municipalities and entrepreneurial sector to support their conceptual, coordinating, marketing, operational and investment activity. Regionalisation stimulates and motivates tourism coordination not only at the local, but also at the regional level. At the same time it offers a formalised and comparable view of tourism development possibilities in individual regions, and so it creates a basis for the decision-making at all mentioned levels. Now, the approved strategy arises from the defined potential of the country contained in the regionalisation, whereas it stresses the support of tourism development, in particular in those places where there are no other opportunities for creation of new vacancies.

Based on the analysis of tourism development, the vision of its development till 2013 and the above documents, the strategic aim of tourism in the middle-term will be the *increase of its competitiveness with a better use of its potential aiming at the balance of regional disparities and creation of new vacancies*.

The stated strategic aim of tourism will be performed via tasks in five specific goals, which can be characterized as follows:

**Strengthening the position of tourism branch** in the national economy will mean that all tasks of the Ministry of Economy concentrate on processing the principles of tourism state policy, on the bill preparation on associations of tourism and on gradual foundation of satellite tourism account. Using operational programmes for the use of the EU structural funds we will back the investment activities in tourism and all work aiming at accomplishing the zoning of protected areas in Slovakia.

**Increasing attraction of Slovakia as a holiday destination.** In this field there are tasks especially for the Slovak Agency for Tourism (SACR), namely creation of the new concept of the country brand as well as processing marketing strategy of SACR for years 2007 till 2013 and consequently a detailed plan of SACR marketing communication for years 2007 and 2008. It will be necessary to continue in the work of the Unified tourism information system and open SACR agencies in Budapest, Tokyo, Brussels, Kiev, London and Rome. Within this objective we want to support domestic tourism by promotional-presentation activities and at the same time also by the implementation of so-called recreation cheques as it is successfully applied in some countries (Hungary, France, Switzerland etc.).

**Increasing the volume of sojourn trip tourism.** The tasks within this objective is to create conditions for the support of so-called considerate forms of tourism, it means such forms which have no negative impact on nature and countryside. In relation to the nature we want to complete and improve visiting order for visitors of national parks and protected areas with the aim of supporting new forms of so-called ecotourism. Aiming to save mining work and equipment in Slovakia - historically one of the most significant centres of the European mining - we want to initiate their reconstruction, so that they can be presented as technical and historical sights usable also in tourism and with support of the EU structural funds.

**Enhancing the structure of foreign visitors to Slovakia by improving the services provided.** We want to back quality not only by the implementation of quality systems, but also by financial support of superior and more complex facilities and centres of tourism.

**Support of creation of new job opportunities especially in the regions with a significant potential for tourism.** In this field the intention is to create a system of financial support of tourism activities, even with help of structural fund of the European Union. The aim is to support foundation of professional sections of tourism for districts. We want to support the investment construction in tourism also in an organizational way - by creating a specialized section in the Ministry of Economy of the Slovak Republic. The advisory, educating and enlightenment activity should be improved within the professional schooling education as well as through the system of lifelong education.

Fulfilling the tasks set in this strategy, the proportion of the foreign currency income from tourism on the gross domestic product of the country is assumed to rise from present roughly 2.5 – 2.7 % to 4 % till year 2013.

**I will mention only some of the other activities contained in the strategy:**

- supporting the foundation of local and regional associations of tourism in a **legislative way**, searching for system possibilities to finance their operation, so that the means built in tourism are preferably used for its further development. amending the regulation 419/2001 Coll. on categorization of accommodation facilities
- **elaborating or updating own strategies and concepts of tourism development at the level of municipal districts, towns and villages**, complementing missing land-use plans and plans of social and economic development, accelerating the improvement of transport infrastructure as a key condition for tourism development in all regions.
- creating staff prerequisites for more intensive work at the preparation of methodology for **tourism satellite account** elaboration in the Statistics office of the Slovak Republic, so that it offers a real view of impacts and consequences of tourism on the government revenues and local budgets, on creation of GDP, foundation of new vacancies, indication of data on amount of capital investments to tourism, on its contribution into the tax area, on the structure of expenses of participants of tourism, etc.
- creating conditions for a regular system **support of so-called considerate forms of tourism**, which have no negative impact on the nature and countryside - building road cycleways (local, regional, international) and basic cycling infrastructure, supporting the development of rural hiking, ecotourism, mountain sports, agrotourism, supporting the

development of watermanship and sailboat sport on water surface, supporting riding, golf tourism, increasing campsite comfort, renewing the marked network of nature trails, etc.

- finishing and improving the **information centers and information system** in the territories **for visitors of national parks and protected areas** aiming at regulating the visiting rate of protected areas, so that it does not influence the natural values of territories in a negative way
- coordinating the procedures and performance in cooperation with the departments of construction and regional development while using the Regional operational programme, Operational programme Competitiveness and economic growth and Programme of village development for the needs of tourism, so that it reaches a **synergic effect**
- **establishing professional sections for districts and self-governing regions** to support coordination and development of tourism from the means of the EU structural funds, European social fund within the operational programme Employment and social inclusion, so that they are methodologically and professionally coordinated by the Ministry of Economy of the Slovak Republic and the Slovak Agency for Tourism,
- **directing the investments** into the reconstruction of spa facilities, thermal swimming pools, completion of skiing resorts, sports precincts, construction of infrastructure for congress tourism and into all other facilities which allow stay prolongation.

Therefore, in the context of the intention of the new tourism policy of the European Union it is the task of all managing bodies in the public administration, regional and local municipalities, entrepreneurial subjects, their professional associations, unions and corporations, employers and employees working in tourism, so that the tasks suggested for the achievement of these strategic objectives are gradually fulfilled in the interest of sustainable economic, social and environmental development of the European and Slovak tourism.

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## Situation analysis.

### Stakeholders and interests, roles and responsibilities determination

Sustainable tourism supports the interests of local communities in maintenance and natural enhancement of their economic, social and cultural well being while respecting the universally recognized principles that govern the sustainable tourism development. In areas where sustainable tourism has been developed, stakeholders are numerous and include great variety of individuals (landowners, farmers, foresters, water managers, etc.), experts, private businesses, public and government institutions, non-government organizations. The participation of stakeholders in the decision making process related to the sustainable tourism development is essential in order to obtain their support and at the same time prevent any potential conflict.

Management of stakeholders representing different interests requires well prepared facilitation of the overall development process. Sustainable tourism represents only one sector of the broader development plans of determined area. Stakeholders and their activities, lives and processes are affected more by overall development programs and plans. Sustainable tourism is therefore only one component of a broader economic, social, environmental, cultural and institutional development plans/programs.

The individual stakeholders presented in regions promoting sustainable tourism development could have the following interests:

**Municipality:** tax generation, spatial planning, marketing

**Farmers:** conversion of appropriate buildings into tourist facility, production of local food, tailor made products, second income.

**Foresters:** forest experience, crafted wood products, protection of forests and hunting grounds.

**Water managers:** drinking water supply, water treatment, water quality,

**Experts:** nature protection, cultural heritage, urban and architectural design,

**Private businesses:** better services, products, profit generation, investment opportunity

**Government institutions, including National Park administrations:** respect for law, law enforcement, development of strategies and concepts, environmental education, administration of protected areas, licensing and quality control

**Non-government organizations:** civic participation, protection of natural and cultural values, education, training, awareness raising, watchdog, community services

**Exercise:**

- *Identify and analyze stakeholders*
- *Conduct a survey of their interests related to sustainable tourism development*
- *Evaluate and summarize, Provide recommendations.*

**Problems and potentials**

The most frequent problems when developing sustainable tourism could be:

lack of capital, insufficient marketing, focus on economic goals only, misunderstanding that sustainable tourism could solve all the economic and social problems, it could be only complementary to other economic activities, low environmental and social awareness, low entrepreneurial capacity.

**Potentials of sustainable tourism:**

- Strengthening the participatory process in decision making
- Strengthening the local economy
- Protection of natural heritage
- Protection of cultural heritage
- Sustainable use of natural resources
- Enhancement of community well being and collaboration
- Strengthening social cohesion
- Income generation
- Tourism satisfaction

**Exercise:**

- *Identify problems, provide alternative solutions, and select the best solution*
- *Uncover potential; develop plans addressing potentials of sustainable tourism*

**Framework conditions and prerequisites**

Framework conditions for sustainable tourism development are set up by existing national, regional and local policies and institutions. These policies and institutional set-ups are not entirely responding to the needs of sustainable tourism development.

**In general, the framework conditions for sustainable tourism development are determined by:**

- Government tourism development policies
- Local conditions and community support
- Efficient regional coordination of government policies and local interests and needs

**Prerequisites for sustainable tourism development are:**

- Significant and valuable natural heritage
- Preserved cultural heritage
- Extensive use of landscape and natural resources
- Existing demand for sustainable tourism
- Local crafts and products
- Visitor friendly attitude, friendly community

**Exercise:** *Analyze human, natural and cultural potential of an area for sustainable tourism development and identify framework conditions and prerequisites for such tourism development.*

**Designing strategy for regional and sustainable tourism development**

Designing strategy for regional and sustainable tourism development is based on thorough analysis and subsequent identification of areas suitable for sustainable tourism development. Following the identification of such areas the strategy document designs strategic change that is to be accomplished in sustainable tourism. The strategy document focusing on sustainable tourism strategy development follows the national and regional strategies, if such exist.

The document is prepared by Planning Strategy Team consisting of experts and local stakeholders preparing study examining the desired quality of sustainable tourism that could be reached in the identified area. The team is carrying out the analysis of the existing status of the sustainable tourism, identifies gaps and proposes solutions.

The Planning Policy Team provides advice and input on policy planning for sustainable tourism development, including legal plan and relation to other policies and strategies. Strategic planning process is used for sustainable tourism development and it defines the vision for such tourism in a given area, mission statement, goals, objectives and targets.

**Strategy document for sustainable tourism therefore shall contain:**

- Vision
- Mission statement
- Goals, objectives, targets
- Actions to be taken
- Implementation
- Monitoring

## EXAMPLES OF PROJECTS

### REC-Slovakia

[www.rec.sk](http://www.rec.sk)

#### **Project I: Strategies for Sustainable Development on the Local Level in the Slovak Rural Area of Slovensky kras**

The aim of the project is to design economic, social and environmental development plan for small towns of the Domica micro region. The micro region is located partly within the boundaries of the Slovensky kras. The micro region prioritized the sustainable tourism development as the pillar of their economic, social and environmental development.

#### **Project II: Parks and Economy**

Project is supporting development of sustainable tourism in the Kysuce region of Slovakia by building an interpretation trail to provide opportunity for educational tourism and promoting branding of local products.

The aim of the project is the development of national, nature and landscape parks in rural Europe. The project will develop and demonstrate an innovative approach, where interdisciplinary integrated Development and Marketing Plans (DEMAP) will be drafted based upon scientific guidance and results of the SWOT analysis. The DEMAP will outline actions to spur economic development while promoting environmental protection as natural heritage will be used as a driver for the marketing of regional products (registration of regional product and service labels for typical crafts, food products and tourism services) and citizen identities. First DEMAP actions will be realized as pilots across the park areas.

Within the Slovak part of the project in a pilot area of the Kysuce region the establishment of a new labelling to mark local products will be realized through the close cooperation with an administration of the protected area of the Kysuce region (CHKO Kysuce), SZOPK Slovak Union of Nature and Landscape Protection in Čadca and other interested subjects.

Moreover, a pilot project with a title “Education walk-way Javorníky” will be also realized, which will represent an educational and recreational walk-way with tourist markings, small equipment for tourists (benches and places for relax) and information panels with explanation of natural and landscape values of the concrete area.

Special emphasize will be put on the recovery of traditional ways of farming, processing of home products and services for tourist traffic. Information panels along the tourist paths will advertise the most interesting and most attractive places, objects and settlements situated at the foothill of the Kysuce region.

More information on the project web page: [www.parks-economy.eu](http://www.parks-economy.eu)

#### **Project III: GREEN BELT - Green Belt of Europe. Protection and reviewing of landscape along the former „Iron Curtain“ (2006 - 2008)**

Project is focused on sustainable protection of the longest system of biotopes in Europe – as one of the basic parts of the European natural heritage. The aim of the project is to raise the awareness among public and all interested subjects that natural heritage is a possible active factor of the regional development. The mission of the project is also the extension of the Green Belt network and security of the nature protection and sustainable development of the Green Belt.

Within this project various activities will be realized in 2006-2008 to support and direct development of the mentioned area. Among preparation activities in relation to the regional development belong - working out a feasibility study on the engagement of local citizens and preparation of local labelling for domestic products. The analysis of present conditions and an example study of sustainable transport, thematic cycle tours and eco-educational activities for public, trainings for teachers, issuing of eco-educational tools a.o. will serve as support to ecotourism. Certainty will be the establishment and operation of a specialized web-page presenting this European area, imprinting information and publicity materials and a cycle guide. The creation of a mobile exposition about Green Belt in Europe will become a new attraction.

# 1.3. STRATEGIES IMPLEMENTATION; NETWORKING OF STAKEHOLDERS AND COMMUNITY INVOLVEMENT

Sustainable development is an overarching objective of the European Union. The EU's Sustainable Development Strategy, renewed in 2006, sets out the priorities and actions for achieving this. It is seen as complementary to the EU's Lisbon Strategy for growth and jobs. The two strategies recognize the economic, social and environmental objectives can reinforce each other and should therefore advance together.

*The EU Sustainable Development Strategy (SDS) has three key objectives: economic prosperity, social equity and cohesion, environmental protection. Taking each of these in turn, the following aims for the sustainability of European tourism are proposed:*

## **Economic prosperity:**

- To ensure long-term competitiveness, viability and prosperity of tourism enterprises and destinations
- To provide quality employment opportunities, offering fair pay and conditions for all employees and avoiding all form of discrimination

## **Social equity and cohesion:**

- To enhance the quality of life of local communities through tourism, and engage them in its planning and management
- To provide a safe, satisfying and fulfilling experience for visitors, available to all without discrimination by gender, race, religion, disability or in other ways.

## **Environmental and cultural protection:**

- To minimize pollution and degradation of global and local environment and use of scarce resources by tourism activities
- To maintain and strengthen cultural richness and biodiversity and contribute to their appreciation and conservation.

Tourism can be a tool to avoid or drive regeneration and economic development as well as enhance the quality of life of visitors and host communities. Creating the right balance between the welfare of tourists, host communities and the environment, reducing conflict and recognizing mutual dependency, requires a special approach to the management of destinations.

In accordance with the sustainability principle, it is the stakeholders' group that is supposed to determine what they can do on their own and where assistance is required. In order to make broad use of synergy effects within the framework of co-operations, the existing potential in the respective countries (tourism know-how and investment capital or regional subsidies) should first of all be used to the greatest possible extent.

## **Networking the stakeholders: who, how, with whom?**

A single actor alone cannot perform the cross-sectoral approach to promotion of tourism. Hence it is imperative to find competent partners for joint planning, implementation and evaluation, partners who after agreeing among themselves, can manage the individual measures independently and autonomously.

Different visions and varying cultural backgrounds of the following groups of stakeholders (private sector, public sector, NGOs) must be taken into account. When setting up partnerships (e.g. joint ventures, public private partnerships, etc.), structures should be found in which not only the possible income is shared, but the risk is well.

Many of the challenges set by tourism sustainability, and the actions required, can be best addressed by different stakeholders working together at a destination level. It is here that the needs of the environment, the local community and business come most closely together.

It is much easier to take an integrated and holistic approach when working at the "destination" level. A "destination" is an area of visitor appeal which includes accommodation, attractions and support services. It may be defined by physical, thematic or administrative boundaries and it embraces a set of distinctive images and qualities that give it a brand identity. Destinations should be places with which tourism stakeholders have a natural affinity and within which it is practicable for them to work together. Typically, such a destination may be a city, a seaside or mountain resort or a sizeable rural area with an established identity.

It is critically important that the size of destination should be sufficient to enable the destination management approach. In some circumstances, destination management may be most suitably applied at the regional level. This will vary between the different member states. Below we describe some projects and activities (Greece, Slovakia and Lithuania) which present destination management approach at regional, national and international level.

## PROJECT EXAMPLE

### Greece **CultMark, INTERREG III C, 2004 -2006**

[www.cultmark.org](http://www.cultmark.org)

**Partners:**

Nea Ionnia, Magnezia, Greece

Chester, Cheshire, UK

Kainuu, Finland

Rostok, Germany

Pafos, Cyprus

**Project Background:**

The proposed operation's idea is based on the ERDF Innovative Action "regional identity and sustainable development" and the emerging field of "place marketing". The latter is particularly appropriate to places that are not so widely known, but have a rich local identity based on their cultural heritage and in particular specialised cultural assets, such as industrial heritage, maritime heritage, local cuisine/products/gastronomy, sports events and cultural festivals of trans-European or international character. The operation's hypothesis is that cultural heritage and local identity can contribute to the sustainable development through place marketing. Place marketing is an innovative tool for local authorities and agencies and can form a basis for a sustainable development strategy of an area.

The partnership developed from several European Union forums related to the subject, namely the European Union Recite II program (Chester City Council, Ellesmere Port & Neston Borough Council, Cheshire, UK), the first European Tourism Forum that was held in Brussels in December 2002 organized by the European Commission Tourism Unit DG Enterprise (Kainuu Etu, Finland), the INTERREG IIIC partner search forum that took place in Vienna in May 2003 (Rostock Mecklenburg Vorpommern, Germany), and World Travel Market (Pafos Tourism Committee, involving the four Municipalities in the Pafos Province, Cyprus under the co-ordination of the local Chamber of Commerce and Industry).

The partnership was initiated by the Municipality of Nea Ionia in Magnesia, Greece through its Municipal Enterprise for Planning, Construction and Development (DEMKA) who invited the other partners to participate in the operation. The selection of the partners was based on the criterion of involving areas of rich cultural heritage with significant specialized cultural assets who were not so well known or promoted.

Therefore such partner cities and areas had a lot to benefit from innovative place marketing strategies promoting local identity towards sustainable development. All partner areas had excellent ideas about developing and promoting their cultural heritage and local identity, but lacked the marketing focus and tools for their less well known specialized cultural heritage and local identity features. All partners contributed to the operation's idea and offered enhancements to the approach, components and demonstration actions (that will be used to test the hypothesis), from their practical experiences and knowledge of previous, relevant projects and programs and their policy priorities at the local level.

**Project Methodology:**

- Development of a framework analysis of all selected strategies, tactics and alternative scenarios. These strategies at the first level of analysis will be common for all the places because the main general aim concerns the support and promotion of cultural heritage and will be combined with tactics and specific actions for each place by considering the distinctive characteristics, particularities, strengths and weaknesses.
- Identification and creation of the promotional package: (based on the distinctive characteristics, the regional identity, the vision, and the perception image of the potential target markets).
- Analysis and evaluation of specific promotional models as a whole (Corporate Marketing) and separately for each place.
- Identification of the potential target markets to which the promotional package is applied. Analysis and selection of the most profitable target market group.
- Demonstration of actions in each partner area to promote the special cultural heritage and the local identity.

**Communication process:**

Involvement of planners/actors/marketers to design, evaluate and implement those strategic actions which connect the image of the place with the potential external and internal target markets. The effectiveness of the promotional package is related to the feedback procedure concerning the evaluation of reactions and attitudes of the potential target markets.

**Elaboration and implementation of a "pilot" program:**

development of a variety of strategic promotion actions in the context of a specific temporal horizon.

**Feedback process and learning process:**

the decision makers and planners to audit the weaknesses of each step and tactic to re-design or reconstruct the main strategies. This is related to image management capacity; feedback process performed to improve each time the communication process increases the Place Marketing effectiveness.

**Project output:**

Best Practice Guide on using Cultural Assets for Place Marketing, website, CD-ROM/DVD/Video, reports, questionnaires, pro-city marketing plans, pilot marketing plans concerning the positioning and distribution of the final good, data file for each city, mini economic and investment guide, promotional map per city, PR plans.

## PROJECT EXAMPLE

**Environmental Awareness Raising in Kedainiai Region****Lithuania**

www.ecat.lt

**Project organiser:** Environmental Centre for Administration and Technology (ECAT)

**Short introduction to the organisation:**

ECAT is a non-governmental, non-profit organization established in 1997 in Lithuania. Being the leading organization specializing on sustainable development policy at local level, ECAT has a mission to integrate environmental concerns into society and to contribute to common welfare and improve quality of life through practical and sustainable solutions. For local authorities and local communities ECAT is providing education and training, project development and management, consulting, facilitation and mediation.

**Setting:**

Project was implemented in 2005-2007 in Kedainiai region municipality. 4 persons from ECAT were involved in the implementation of project activities.

**Project goals:**

Public information and awareness rising is one of the main measures stimulating achievement of environmental protection goals indicated in the Lithuanian environmental protection strategy (1996). Implementation of the national goals of sustainable development depends on the participation of national institutions, local authorities, science institutions, NGOs, public in the process of environmental protection. Competent and effective environmental decision-making is an essential element of the regional development.

- to inform employees of Kedainiai region municipality administration, neighborhoods, municipal companies about the priorities and tendencies of environmental policy;
- to raise awareness of schoolchildren and inhabitants on waste impacts on the environment and health;
- to inform Kedainiai region inhabitants about present and future waste management system in order to stimulate changes in the behavior;
- to raise awareness of Kedainiai region inhabitants on various environmental topics (household chemicals, water quality, energy efficiency, etc.).

**Project target groups:**

- Employees of Kedainiai region municipality administration, neighborhoods, municipal companies;
- Schoolchildren;
- Employees of education institutions;
- Inhabitants of Kedainiai region.

**Process:**

The following activities were implemented in the frame of the project:

- Information seminar for the employees of Kedainiai region municipality administration, neighborhoods, municipal companies on environmental policy trends;
- Public opinion poll on the environmental situation and waste management in Kedainiai region;
- Environmental information in regional media;
- Meetings with local communities and practical discussions on waste management at local level;
- Environmental actions (Parade of waste, Competition on the best managed environment, School without waste, etc.);
- Seminar for teachers;
- Meetings with local inhabitants and discussions on household chemicals;
- Film about waste management in Kedainiai region;
- Information leaflets on various environmental topics.





**Outcomes:**

3 seminars, 94 practical discussions with different community groups, 5000 questionnaires in the public opinion poll, 4 articles in regional newspapers, 1 TV discussion, 4 environmental actions, 1 film.

**Project continuity:**

All activities are financed by Kedainiai region municipality administration. Finances for environmental education activities are allocated in the municipality budget every year.

## PROJECT EXAMPLE

### Slovakia Small Carpathian Wine Route

**Formation of partnership for the transfer of foreign methodology.**

**Assembling and cooperation of the public and private sector at the level of the Small Carpathian region.**

The Small Carpathian vineyard region, into which the Small Carpathian Wine Route with its area of 5 056,6 ha belongs, which accounts for 30% of the total area of vineyards in Slovakia. The Small Carpathian vineyard region consists of 12 regions - Skalický, Záhorský, Stupavský, Bratislavský, Pezinský, Modranský, Dolianský, Orešiansky, Senecský, Trnavský, Hlohovecký, Vrbovský.

The Small Carpathian Wine Route® is a marketing product of wine tourism, which binds the most interesting attractions connected to vineyard and viniculture in the east-southern slopes of the Small Carpathians. The association Small Carpathian Wine Route was founded in 1995 and currently it has 225 members from the ranks of winegrowers, winemakers, entrepreneurs from the field of gastronomy, accommodation facilities and fans of wine and nature.

When the enthusiasts who started to build the Small Carpathian Wine Route ® looked for an answer in the countries where Wine Routes have their tradition they found out that Wine Routes have many similar forms. For example, in the neighbouring Austria just behind the border we came across two forms of Wine Route. In Lower Austria the Wine Route has a form of a society with firm laws uniting vineyard villages, winemakers and tourism facilities and is working with a significant support of the Lower Austrian Agency for Tourism and Agricultural chamber. Just in the adjoining Burgenland the Wine Route is only a marketing product supported by the district agency for tourism and the agricultural chamber, there is no united organisation here however. Nevertheless, there are enough winemakers united in societies and offering their quality wines in every vineyard village. Happy country, the peasant tradition of which was not disturbed by collectivisation, nor anybody wanted to cancel the millennial historically built units.

In the middle 90-s the Wine Route was known also beneath the Small Carpathians. After all, wine has been produced since time immemorial here, vintages have a several decade history Mayors and city managers from the region got together regardless of who drew administrative borders in what way and they founded the Association of towns and villages of the Small Carpathian region.

The Small Carpathian Wine Route Association® was founded in 1995 as a civil association aiming to support the development of traditional economic branches in the Small Carpathian region (Pezinok district and adjoining parts of districts of Bratislava III, Senec and Trnava), so that within the partnership of various subjects (municipalities, entrepreneurs - especially producers of wine and entrepreneurs in tourism and



cultural facilities) conditions for tourism development and quality increase and widening of tourism product offer and wine production.

At the time of its foundation the association had 25 members, at present it has 225 members, 36 of them are municipalities, 156 wine producers and sellers, 11 hotel and restaurant facilities, 6 cultural facilities and 52 collective members uniting entrepreneurs in the field of viniculture and tourism.

In 1995 after the disintegration of vineyard and viniculture production smaller private producers started to pop up, who needed to ensure consumption of their products and at the same time increase their quality in order to compete with cheap imported wines. At the same time privatisation in the tourism branch was in progress, by which tourism was fragmented, whereas many especially accommodation facilities were liquidated and restaurant facilities were only looking for their way and needed to increase their quality.

For the situation improvement there was a concept of the Small Carpathian Wine Route® founded on the regional basis with more objectives:

- to support development of the region and profile it as a tourist destination founded on the experience tourism based on the wine growing,
- to support entrepreneurship in the field of vineyard and viniculture by means of propagation actions and increase of demands on product quality, their certification, packaging and distribution.

The holder of the concept of the Small Carpathian Wine Route became the Small Carpathian Wine Route Association, which within 12 years has carried out many activities to achieve the above targets.

The activity of the association since 1995 can be divided into several areas, from which each dominated in a certain period. After founding another institutional basis for its performance, the Association focused on building of elements of whole regional cooperation. The table (Annexes) gives an overview of the activities of the association as well as the development of products nowadays.

With regard to the fact that the Small Carpathian Wine Route® does not follow the economic data of its members, and thus their economic development cannot be connected only with the activity of the Small Carpathian Wine Route Association, we mention only the data that has a direct connection to the main activities of the Small Carpathian Wine Route – strengthening the cooperation of entrepreneurs - wine makers and entrepreneurs in tourism and strengthening the regional cooperation of the private and public sector:

### Strengthening of cooperation

Year	1996	2007
Number of members of it	25	225
Towns and villages	3	36
Producers and wine sellers	7	156
Hotel and restaurant facilities	4	11
Cultural facilities	0	6
Local societies (vineyard-viniculture societies)	0	13

### Economic indicators

Within the economic indicators we state only those which have a direct connection to the activities of the Small Carpathian Wine Route Association and serve us as an indicator of members' involvement into the cooperation and economic turnover.

Year	1996	2007
Number of producers and wine sellers (members of the association or those involved in its activities)	7	156
Number of tourism facilities involved in the activities of the Association	3	69

With respect to the fact that we do not follow economic data of our members, the Day of open cellars on the Small Carpathian Wine Route serves us as an indicator of whether the activities of the Small Carpathian Wine Route address the companies which are its members (number of open operations increased from 17 in 2000 to 81 in 2006) as an indicator of whether the activities of the Small Carpathian Wine Route Association address the target group (number of visitors increased from 500 in 2000 to 3000 in 2006). Therefore, for our purposes we consider the data as own 100% verification of the economic development of companies on the Small Carpathian Wine Route:

Year	Number of open operations	Number of registered visitors	Takings for the entrance fee sold	Out of it direct yield of wine makers from the entrance fees based on the bonuses submitted by visitors
2000	17	500	100 000,- Sk	0
2001	30	1 260	441,000,- Sk	0
2002	42	1 076	591,800,- Sk	215,200,- Sk
2003	57	2 000	1,200,000,- Sk	400,000,- Sk
2004	63	2 500	1,500,000,- Sk	500,000,- Sk
2005	63	2 800	2,240,000,- Sk	1,120,000,- Sk
2006	81	3 000	2,400,000,- Sk	1,200,000,- Sk

However, it is necessary to say that the economic contribution only from this event is higher - direct takings of member companies from the sales of wine, accommodation and board are not included here, neither the yields of other companies which are influenced by this activity - e.g. transport services. Nor marketing takings of the Small Carpathian Wine Route Association from the sales of brand by an advertising partner are included here.

*Anna Pichová, Small Carpathian Wine Route Association, Modra, [www.mvc.sk](http://www.mvc.sk)*

## PROJECT EXAMPLE

### **Slovakia** Networking the Stakeholders - Slovak–Austrian cross-border region of the Dolne Pomoravie



Presentation of the unique tourism destination: Slovak–Austrian cross-border region of the Dolne Pomoravie

The target area of the tourist information bureau is Bratislava – Devínska Nová Ves and its wider surroundings on both sides of the Morava river, i.e. including the Austrian border region – Dolné Pomoravie.

Our region offers a plenty of natural as well as cultural-historical interesting things. From the natural beauties on the Slovak territory it is for example the National Nature Reserve Devínska Kobyla with the world famous location of fossils Sandberg or the Protected Area Niva Moravy with the biggest complex of wet meadows in Middle Europe. If you want to follow the tracks of history, know that

in Devínska Nová Ves the biggest Slavonic-Avar burial ground in Middle Europe (887 graves) of 7th – 9th century was found and the near Devín castle mentioned in 864 as „Dowina, id est puella“ is a significant witness of the famous history of our predecessors from the times of the Great Moravian Empire.

Among the most interesting tourist attractions on the Austrian side rank the biggest Austrian village castle Schlosshof, medieval Hainburg or less known Museum of prehistoric and modern history in one of the longest settled location of the Austrian Pomoravie in the village of Stillfried. The natural rarity is a nature reserve WWF: The „Moravian Floodplain Forests“ with the biggest colony of white storks in Middle Europe (55 nests) nestling on the trees.

### **Mechanism for implementation of the idea „Sustainable Tourism Destination“.**

#### **Development of the stakeholders' network**

Cooperation is an inevitable prerequisite for the tourism development. The territory on both sides of the Morava river - the Austrian as well as the Slovak one was connected with busy business, cultural, historical and family attachments. These attachments were after the 2. world war artificially broken by the Iron Curtain (till now this naturally highly evaluated and preserved territory builds so-called GREENBELT – Green belt of Europe).

In the Dolné Pomoravie region the cross-border cooperation has started to developed during past years. Especially projects of Austrian organisations (e.g. ecoPLUS) and a couple of European programmes (e.g. Phare CBC, INTERREG IIIA AT-SR) have contributed to it. As an example I will mention the GIZ-network - Cross-border impulse centres on the Austrian side. Their task was to form and support cross-border contacts and cooperation in the field of culture, in the personal and communal area as well as improvement of language skills. On the Slovak side for example RCIC – Regional cross-border impulse centre Záhorská Ves was supposed to be the contact place for joint planning, coordination, information exchange and performance of joint cross-border projects and activities supported from the means of the EU.

Development and cooperation in the region is advancing also thanks to the initiative and cooperation within the network of more villages and towns, which try to improve so-far still insufficient joint cross-border marketing, advertising and promotion by means of projects co-financed by the European Union.

The development brings along a lot of changes. Each territory is specific in a certain way. Presence of a “big city“ (Bratislava) does not always have a positive impact on the tourism development. The natural potential of the outskirts of Bratislava has not been used much for the suburban recreation and tourism yet because the tourist offer for domestic and foreign tourists is focused mainly on the cultural and historical sights of the centre of Bratislava. Unregulated hiking in protected areas, recklessness and often also ignorance of visitors, which results in damaging precious biotops is a big problem in the region as well. The consequence of that is a frequent movement outside the marked trails, picking precious sorts of plants or cycling on the trails destined for tourists (damages walkers and accelerates pavement erosion). It's a pity indeed that the special elements of the region are scarcely used, such as e.g. joint history of the region.

#### **The tasks of the Tourist Information Bureau Devínska Nová Ves in the stakeholders network**

The Tourist Information Bureau Devínska Nová Ves (TIK DNV) supports tourism development and knowledge of precious things of the region among wide public by creating a joint Slovak-Austrian “calendar of events“ and procurement of information on the region on both sides of the river. The TIK DNV was founded as a project of the Bratislava district Devínska Nová Ves, co-financed by EU by means of the programme of the European Community INTERREG IIIA AT-SR 2004-2006. There were 15 guides trained on the nature and history of Devínska Nová Ves and wide surroundings within the project, who are able to guide tourists not only in Slovak, but also in German or English. The TIK is located in a historic building of the pike in the central part of Devínska Nová Ves, not far from the nature trail through the Niva Moravy. It organises guiding through the nature and history, excursions into the close Schlosshof, Hainburg or the National Park Dunajské luhy (Donau-Auen v Orth an der Donau), lectures on the nature and history on both sides of the border and it published a tourist guide Devínska Nová Ves and the surroundings.

The cooperation with the Austrian side is successful in organising joint activities: with the City museum of Hainburg (lecture on Dev. Nová Ves in Hainburg as well as planned lecture on Hainburg in Devínska Nová Ves, excursion for the Slovak public with a guide in Hainburg, planned excursion through the Devínska Kobyla for the Austrian public with the guide of the TIK DNV in German), with the Schlosshof castle (lecture on the Schlosshof for the Slovak public in Devínska Nová Ves, free excursion to the Schlosshof for the Slovak public, promotion of the Schlosshof in the tourist guide published by the TIK DNV), with the NP Donau-Auen (excursions for Slovak visitors for a discounted entrance fee, lectures in the NP as well as in Devínska Nová Ves, joint promotion, training of Slovak guides in the NP Donau-Auen) etc.

Organisation of the first year of “Samo's games - opening of the tourist season 2007“ for the public was a successful action. Austrian partners as well as representatives of municipalities took part in it. The public was interested in period dances, performances of the groups of historic fencing, information stand with free materials, tasting of local specialties and roast pig as well as a sample free excursion with the guide. The municipality and foreign partners (expositions of

pictures, lecture) can cooperate more efficient in this way (possibility of direct invitation to own actions - promo, info-stand) and they will more appreciate results of joint work.

Trying to improve the awareness of the visitors of the regions and simplification of the access to information also free of charge the TIK DNV has installed 2 public terminals within the project. One terminal was located in the inner area of the Supermarket TERNO, the other one in the local authority of Devínska Nová Ves. They offer an information service on Devínska Nová Ves and its wider surroundings on the Slovak as well as Austrian side. There is a free access to several web-pages. Text e-mails, photo e-mails or voice e-mails can be sent from the terminals. After their commissioning the regular training on their operation for the public started.

In the near future 5 information boards with the map of the urban area will be installed as well with a three-language (Slovak-German-English) text and pictures of some dominant features of the surroundings.

*Jana Pochabová, Tourist Information Bureau Devinska Nova Ves, [www.tikdnv.sk](http://www.tikdnv.sk)*

#### **Conclusions and recommendation:**

- *The destination management process for tourism should be integrated with wider community, environmental and economic strategies within the destination.*
- *Community-based visioning and planning can provide a helpful input to the process of sustainable destination management.*
- *Effective sustainable destination management requires an efficient structure within which the different stakeholders' interests can work together, enabling partnership and also effective leadership.*
- *Multi-stakeholder structures can take many forms.*
- *Regional and local authorities have critical roles to play here. It is important that the various regional and local authority functions, that can influence tourism and its impact, became engaged in the process.*
- *Management bodies should establish effective communication and consultation within the destination, through newsletters, websites, local media and holding open forums.*

# CHAPTER II

## Examples of good practice





## Greece

# Triangle co-operation: self administration – Adult Education Institutes – Enterprises

## Nature tourism/national parks tourism

The natural parks are protected areas according to the national legal framework resulting from the EU Program “Natura 2000”. They are limited and managed by the government with the agreement of the Local Authorities.



In our region there are 3 protected areas of “Natura 2000”:

- Delta of Kalamas river
- The Kalamas narrow and
- The Swamp of Kalodiki

In the last 2 years the government has created a legal entity to manage these protected areas. The legal framework determines the activities which are allowed to be exercised closed to these areas. The activities have only mild intervention. They don’t affect the area. They are for example pathways, observatories, river sports and small kiosks. These kinds of interventions have to be permitted by the above-mentioned authority; it gives the necessary license, determines the prerequisite conditions and oversees their realizations. These activities are realized thanks to the national and European financial co-funding.

## Rural / agricultural tourism

The agricultural tourism activities are exercised in limited regions. The Ministry of Agricultural Development determines these regions for the agricultural activities. In these regions the public infrastructures are realized by the Local Authority’s support. The productive investments are realized by private persons as well as by the Development Enterprises of the Municipalities and the specialized cooperatives.

The funding of all these investments is being awarded by the European Fund for Agricultural Development as well as national funds within the framework of several programs, as the Community Initiative LEADER and national integrated programs of agricultural landscape development (O.P.A.A.X.). The intermediary entity that manages the LEADER Community Initiative in the region of Epirus where our administrative department belongs is the Development Enterprise bearing the name “IPIROS S.A). The Prefecture carries out small dimension agricultural interventions.

## Scientific tourism

The region of Thesprotias has a wonderful natural environment as well as many historical and cultural monuments.

The competent authorities, Archeological Service, the General Secretariat of Epirus, the Prefecture, the Local Authorities (Municipalities) the Chamber of Commerce, the Branch Associations and the NGO’s have carried out the following tasks:

- a) improvement of the visiting possibility of these monuments and
- b) promotion of the tourism products of our region all over Europe.

The main areas for tourism are the following:

- Acheron River (The Gate of Ades)
- Souli (historical monument of resistance against Turkish occupation)

- Margariti (historical monuments)
- Lygia Tower and Titani Theater (archeological monuments)
- Giromeri, Finiki, Plesio villages (Urban settlements)

There are also many religious monuments, monasteries, in the whole region. The number of tourists is estimated at more than 150.000 per year.

## Nature tourism and National parks tourism

## Lithuania

### Project example I: EAGLE – Nature Centres and Environmental Interpretation in the Baltic Sea Region, Interreg IIB.

**Project organiser:** Kauno Marios Regional Park, [www.kaunomarios.lt](http://www.kaunomarios.lt)

#### Short introduction to the organisation:

Kauno Marios regional park was established by the Supreme Council of the Republic of Lithuania on 24 September 1992 with the aim to preserve unique water landscape complex, great exposures, the flooded mouth of the Nemunas affluent, unique Pažaislis Monastery architectural complex, Kauno Marios natural ecosystem stability, biotic components, especially the precious Gastilioniai forest with dormice population and cultural heritage objects, to manage them and use rationally. In 1997 Kauno Marios regional Park Directorate was established.

**Setting:** 50 partners from the Baltic region cooperated in the framework of the project.

#### Goals:

- To establish the Nature School network in the Baltic Sea region, to draft recommendations for a common strategy as well as nature awareness methodological material.
- To share experience with the organisations carrying out similar activities as well as with other NGOs and tourism organisations.
- Launch international staff exchange with the aim to share the experience and practise.
- Launch training sessions and conferences with the aim to improve the level of qualifications among the natural science teachers and informational centre staff.
- Promote project Nature Centres and Environmental Interpretation in the Baltic Sea Region and disseminate the results of the project.



#### Goals of the Lithuanian partners:

- LVPRA – responsible for project coordination in Lithuania, natural science education and natural science centre review and drafting of recommendations for the Lithuanian natural science school network strategy; organising training and international exchange.
- Curonian Spit NP – establishment of The Spell of Nature at Smiltyne.
- Žemaitija NP – establishing Nature School at the former military basis.
- Kurtuvėnai RP – Kurtuva green school renovation and drafting of training curricula.
- Gražutė RP – establish nature paths and adjust them for educating public awareness.
- Kauno Marios RP – draft new methodological material and training programmes for natural science teachers.

#### Process:

The project activities will consist of strategic planning of nature centers and environmental interpretation. Pilot-projects will be implemented with a view to establish the new and improve the existing nature centers, activities and trans-sectoral co-operation, trans-national and national exchange on best practice on environmental interpretation. It is foreseen to train nature centers staff members and environmental interpreters. The project results, information and marketing of nature centers and environmental interpretation will be disseminated in Baltic Sea region.

#### Outcomes:

Project continuity: it is planned to assign a coordinator at the end of the project who will take care of the Baltic region natural centres, look for funding and draft projects.



## Project example II: Reconstruction of the nature trail in Varnikai Botanical-Zoological Preserve

### Project Organizers:

Authority of Trakai Historical National Park, [www.oldtrakai.lt](http://www.oldtrakai.lt)  
Trakai Forest Administration, [www.tmu.lt](http://www.tmu.lt)

### Brief presentation of the organization:

Trakai Park was founded in 1991 by Supreme Council of the Republic of Lithuania - the Lithuanian Restoration Seimas in order to preserve cultural sites of Lithuanian historical statehood along with their genuine natural environs. The park covers an area of 8,200 ha and is the smallest and the only historical park in Lithuania. The Authority of the Park implements the goals and objectives put forward to the park and it employed 12 staff during realization of the project.

1. **Trakai forest district** was established in 1922 and it managed 19,600 ha area of forests. Current forested area in Trakai forest district equals to 61.8 thousand hectares. The forest district encompasses three protected areas: Trakai Historical National Park, Aukštadvaris and Neris regional parks and five national preserves. Forests of the forest district are abundantly visited, so the forest district pays a considerable attention for development and maintenance of recreational objects. As at the time of implementation of the project, the forest district administration employed 115 personnel.
2. **Varnikai Botanical-Zoological Preserve** was established with the aim to preserve the old Varnikai forest and Ilgelis marshes with flora and fauna characteristic for their habitats, restore the damaged boundaries of the marshes and pursue research. The area of the preserve covers 606 ha and it is located in the south-eastern section of Trakai Historical National Park eastwards from the town of Trakai.

Today, the northern part of the preserve is occupied by an ancient naturally formed mixed forest aged 100 – 130 years (205 ha), including oak pinewoods and oak spruce forests. At the outskirts spruce and pine young stocks planted 20-50 years ago predominate. The forest land takes up the bulk of the preserve's area – 450 ha, which also covers part of the marshes and a number of open spaces thereby increasing variety of biotypes of the preserve. The Ilgelis marshes covering an area of 207 ha are situated in the southern section of the preserve including four small lakes. They are remains of a single large lake. All the lakelets are fed by the surrounding marshes. The major part of the marshes, approx. 70 percent of the area, is a lowland swamp; the remaining part includes the highland swamp surrounded by minor intermediate type marsh areas.

The preserve has 600 species of higher plants with 17 species included in the Lithuanian Red Book, 118 species of moss, 204 species of lichen (4 protected), and 441 species of plankton algae are found in the lakes of the preserve. 15 insect and 8 bird species protected in Lithuania and throughout Europe have been found. Four types of key forest habitats are distinguished in the forests of the preserve; the entire preserve is included in Natura 2000, the network of special areas for conservation of habitats.

### Personnel:

10 persons were involved in development of the concept of the Project and organization of works, preparation of wood, building of pedestrian bridges, manufacture and installation of recreational objects was done by hired contractors.

### Goals of reconstruction of the trail:

Renewal of an attractive, meaningful and popular recreational object; presentation to visitors of the most beautiful and hard to access spots of the preserve; presentation of knowledge about Lithuanian nature, idiosyncrasies of the local landscape and related human activities; create opportunity for students to deepen knowledge in various fields; channel flows of visitors and protect natural environment from uncontrolled visiting.

### Target groups:

Schoolchildren and students consolidating knowledge in various natural sciences in practice; Lithuanian and foreign tourists visiting the sightseeing and educational trails; local community being in a position to explore environment or just take walk in nature; inhabitants of neighbouring villages using the trail for communication between the villages; people involved in orienteering or ski sports organizing sporting events, contests and treks.

### Process:

Dismantling of the worn facilities of the sightseeing trail installed by the Authority of Trakai Historical National Park in 1996, correction and revision of the route. Development of a new natural trail project. 3.45 km long trail itinerary includes 10 stations with information stands in the Lithuanian and English language giving details on the exhibited objects and displaying their pictures. 6 rest places installed for rest of visitors by sitting down on benches, 2 pavilions housing information on the preserve and other sightseeing objects of Trakai forest district. A parking lot installed on the approaches to the trail. For construction of the trail route, the former forest paths and walkways as well as quarter lines will be used, while in the hardest to access places of the marshes 1.3 km long and 80cm wide aspen deal path will be built. In order to preserve the timber from external impact and forest vermins antiseptic has been applied by deep impregnation method. The pavilions, information stands, benches and other recreational items are made of oak wood and pinewood.



### Project results:

Opening of Varnikai Nature Trail held in November 2005 enjoyed huge interest of mass media and public which has not abated up to now. The nature trail is described in numerous magazines and newspapers, television and radio programs have been broadcast from there. Sightseeing tours arranged by the Authority of Trakai Historical National Park are very popular both with Lithuanian public and foreign tourists. Groups of schoolchildren and students arrive at the nature trail at the beginning of summer on massive scale from all over Lithuania. Researchers from different institutes carry on natural research in the territory of the trail. Their discoveries often end up as exhibits displayed on the trail. Young naturalists gain experience here. Especial increase has been observed in numbers of visitors coming

on their own; residents of Trakai and Vilnius spend here their weekends and summers, also taking their guests. After the trail has become an object of attraction, visit load has especially gone down in the old naturally-formed forest growing northwards off the trail, which is primarily valuable in the terms of biodiversity, and which should be transferred into a peaceful isle for rare plants and animals. The organizers of the project seek to obtain the natural preserve status in respect of this forest.

### Project continuity:

Unabated visitors interest evidences to the fact that the project is clearly a success. We have been made certain that the trail is not only attractive as an educational recreation site, but also a fine instrument for ecological education and instruction of the public at large. The area is managed by Trakai Forest District Administration. The project organizers intend to publish an information leaflet on the nature trail in joint effort. Increasing visitor flows have shown a need for another recreational site to a higher degree designed for stationary rest. The project organizers intend to install a rest place at the approaches to the preserve on the coast of Skaistis Lake, which will attract visitors to the trail otherwise than for sightseeing purposes. We hope this will constitute the next successful joint project.

## Rural tourism

## Lithuania

### Project example: Lithuania. Holidays in the Countryside 07 (Catalogue "Lietuva. Atostogos kaime 07") publishing.

**Project organiser:** Lithuanian Rural Tourism Association (LRTA), [www.atostogoskaime.lt](http://www.atostogoskaime.lt)

### Short introduction to the organisation:

The LRTA main activity is to provide consultations to the rural tourism businessmen, organise seminars, conferences on the issues of rural tourism, publish publications, collect and organise information on rural tourism places, work with LRTA members, work with statutory documents regulating rural tourism business. There are two members of staff working in the Association at the moment.



### Setting:

The project was carried out in the LRTA headquarters in Kaunas, the information and pictures were collected during the visits to rural tourism places in entire Lithuania. Two people were involved in the project, the publishing and layout was outsourced.

**Goals:** The publication is designed for Lithuanian and foreign tourists who decide to spend holidays in the Lithuanian countryside as well as the service providers – rural tourism businessmen. Goals:

- Promotion of rural tourism business (it is forecasted that during 2007 the number of rural tourism places will increase by 10%)
- The increase of visitors in rural tourism places (the number of visitors in rural places increases by 10-15%)
- Improving rural tourism service quality (the increase in number of rural tourism houses increases competition)
- Development of the market (dissemination of the publication in the information centres of Germany, Poland, Czech Republic, Latvia, it is expected to disseminate 20% of the copies).

**Process:**

Quality Informative Publication

- Control of information presentation, layout and arrangement
- High quality printing and binding of the publication by 2007 03 01

Advertising of Rural Tourism Places:

- Choosing relevant and high quality pictures of rural tourism houses
- Sufficient and coherent information on each rural tourism house
- Consumer friendly publication

Ensuring service quality of the rural tourism houses advertised in the publication:

- LRTA internal control, rural tourism house review
- Classification of rural tourism houses in terms of service quality and attributing the number of stars to mark the quality

Promoting rural tourism, increase in visitor flows, market development

- Presentation of the catalogue during the exhibitions: “Vivattur 2007”, Aktyvus laisvalaikis 2007”, “Agrobalt 2007”, the events organised by LRTA (45% of the copies disseminated).
- The catalogue is disseminated through the LRTA regional branches, tourism information centres, National Tourism Department, Tourism Foundation (35% of the copies disseminated).

Dissemination of the catalogue to foreign embassies, tourism centres, during the business missions (business missions are to be organised to Germany, Poland; 20% of the copies disseminated).

**Outcomes:** The high quality catalogue was published, accessible to all who decide to spend holidays in the countryside.

**Project continuity:**

The LRTA publishes a catalogue with the information on rural tourism places each year. The catalogue was first published in 1998. The questionnaires are drafted with the aim to collect the data for the catalogue; they are updated and sent to the rural tourism businessmen each year. The LRTA manages rural tourism businessmen database, which was established in 1997 and has been updated annually ever since. This ensures efficiency and the precision of the data later to be used in the catalogue. **The LRTA has its representatives in 26 Lithuanian regions that take care of the questionnaire data collection.** The data from the collected questionnaires is organised and arranged, then translated into foreign languages, the pictures are selected and improved, and the information is arranged for publishing. The Lithuanian Rural Tourism Association collects the information for the catalogue, whereas the layout and publishing is done by the specialised companies. Next year such a catalogue will be published, where we expect to have from 5% to 8% more rural tourism houses as compared to this year.

## Lithuania Culture tourism

### Project example I: Meetings of International Performing Arts Organizations Networks in Vilnius

**Project Organizer:** Public Enterprise the Arts Printing House, [www.menuspaustuve.lt](http://www.menuspaustuve.lt)

**Brief presentation of the organization:**

Public Enterprise the Arts Printing House was established in 2002 in the premises of the former soviet printing house by Vilnius Municipality, Open Lithuania Fund, Lithuania Dance Information Centre and The Theatre and Cinema Information and Education Centre. The Arts Printing House, as the name of the organization suggests, signifies a modern approach to creativity. It strives to become an infrastructural complex for creative industries and aims to support non governmental organizations which have been established in the last decade (main focus on performing arts). With a target of creating the alternative to the existing performing arts system, the Arts Printing House has set on designing a home for different NGO's which lack space to perform their activities. The Arts Printing House is a cultural institution based on tenets of contemporary economics. Such an institution is first and unique in Vilnius as well as in Lithuania.

**Environment:**

Vilnius: the Arts Printing House, Arts Fort, Open Lithuania Fund, Nordic Council of Ministers, Contemporary Art Centre.

**Staff:**

10 personnel of the Arts Printing House, 10 volunteers

**Target group:**

- Practitioners of foreign and Lithuanian culture
- Persons formulating culture policies in the Government and municipalities
- Representatives of media
- Students, creative artists, culture managers, everyone who cares about culture issues

**Project objectives:**

- Present Vilnius and Lithuania as a whole as active participants involved in international arts processes;
- Bring the most influential European performing arts managers of varying calibre to Lithuania (participation in one such meeting would involve from 25 to perhaps several hundreds managers of performing arts organisations from dozen countries);
- Immediate dissemination of information on Lithuanian performing arts and culture on the whole through participants of such meetings – in many cases, highly influential managers of European festivals, theatres, agencies, concert and other organizations (each such meeting would be accompanied with a special national program in respective arts field, e.g., Lithuanian young performing arts, Lithuanian theatre, Lithuanian dance platform artists, etc.);
- Contribute to the development of professional tourism in Lithuania – it is expected that majority of the representatives of performing arts who will visit Vilnius for the first time during the meetings will be coming back for premieres of Lithuanian companies, festivals, etc. staged in Lithuania.
- Unite Lithuanian cultural organizations of analogous character.

**Process:**

The Arts Printing House initiates and intends – in conjunction with other cultural organizations – to arrange official 4 meetings of international performing arts organizations networks in Vilnius in the years 2007-2009.

In cooperation with non-governmental organizations the Arts Printing House intends to host meetings in Vilnius of the Nordic Dance (the network uniting the Nordic and Baltic dance organizations and dance professionals), IETM – Informal European Theatre Meeting (the largest performing arts network in Europe) and Aerowaves (the main network uniting European contemporary dance organizations) by the end of 2009.

In 17-20 May this year, the meeting of 110 practitioners of culture representing 66 European cultural organizations in 25 countries already took place in Vilnius. Members of the network Trans Europe Halles uniting independent cultural centres, guests to the conference from abroad and participants from Lithuania were given opportunity to share experience on the cultural policies of the region and Europe as a whole towards artists of independent arts, on creative industries and their cultural and economic benefits to the state and about opportunities to utilize run-down and abandoned industrial spaces for the needs of culture.

The network Trans Europe Halles, established in 1983, now unites 43 independent cultural centres housed in former industrial or military facilities, while the Coordination Centre based in Sweden in addition to developing new projects also develops support strategies on the European scale. The network brings together different culture centres which are active in the cultural and social life in their own countries and foster both professional and amateur arts. Many had to change attitudes of politicians to the issue of culture financing in their countries, contribute to the development of new alternative models for funding of culture thereby surviving on receipt of minimum amount grants.

Appearance of independent culture centres in Lithuania and the entire region is an important phenomenon encompassing economy, culture and politics, which primarily nurtures creative society and promotes changes in the system of culture financing, which has little changed from the Soviet epoch.

The Arts Printing House, host of the conference, seeks though such meetings to attract attention of the regional politicians to the contribution made by culture and creative industries to economy.

**Project Continuity:**

Upon completion of this project, information on Vilnius, Lithuanian culture and especially on performing arts would be largely disseminated among all major organizations of performing arts and the most influential managers in this sphere in Europe.

Lithuania would be ingrained in the Europeans mind as a country capable to promote modern cultural management instruments and host international conferences and meetings.

It is expected that after meetings more contacts will be made between Lithuanian artists / organizations and culture managers from abroad tarp, which will stimulate not only cultural exchange but also development of creative industries in the region as a whole. We expect that larger numbers of contemporary type culture centres will be established in the regions whose local government representatives are welcome in these meetings. Such centres not only create new jobs, promote creativity in public at large, but also serve as important hubs of attraction contributing to economy.

It is expected that such meetings will provide for an advantageous platform for culture practitioners to unite their forces, share information and develop professionally, both on Lithuanian and European scale.

## **Project example II: New Tourism Opportunities in the city of Vilnius**

**Project Organizer:** Public Enterprise Vilnius Tourist Information Centre, [www.vilnius-tourism.lt](http://www.vilnius-tourism.lt)

### **Brief presentation of the organization:**

Public Enterprise Vilnius Tourist Information Centre is a part of the tourist information centres network and a very important part of the structure responsible for dissemination of tourist information and marketing activities. Main objectives of the Public Enterprise Vilnius Tourist Information Centre include gathering, collection and free provision of information on tourism services, sightseeing sites and places; preparation, publishing and distribution of information and cartographic publications on tourism services and sites; management of the data on tourism services and resources and provision thereof to the national tourism information system; organization of sightseeing tours; publication of advertising and informative materials presenting resources of Vilnius tourism; organization and management of sale of information and advertising publications, souvenirs, and art objects; arrangement of business missions, conferences, seminars, workshops, meetings, congresses; compilation and provision of information for preparation of projects related to development of tourist infrastructure financed under EU assistance programs and structural funds; participation in international tourism fairs and exhibitions, projects, seminars, workshops, trainings and other events; organization and delivery of other tourist information and tourism services.

**Environment:** Implementation of the Project was commenced and is underway in the City of Vilnius. 4 persons are involved in the project.

**Project target groups:** tourists from foreign countries, Lithuanian inhabitants, residents of Vilnius.

### **Goals of the project:**

- develop new tourism products and services in Vilnius aiming to utilize the existing tourism resources and attract larger tourist flows;
- enhance publicity of Vilnius tourism products and variety of public services.

**Process:** The following activities have been envisaged within the Project:

- development of a uniform image of publications, website and souvenir style;
- arrangement of promotion of new tourism products and services through publishing articles in press;
- publishing of tourist publications;
- project publicity.

### **Project Results:**

a uniform image of publications, website and souvenir style developed; the website of Public Enterprise Vilnius Tourist Information Centre developed; new events for promotion of new tourism products and services arranged; 10 feature articles in press published; tourist publications published

### **Project Continuity:**

Upon completion of the Project, the Project results will be ownership of the applicant - Public Enterprise Vilnius Tourist Information Centre.

Maintenance and renewal of the developed new tourist products and public services, including new thematic sightseeing cultural tourism routes and website of Public Enterprise Vilnius Tourist Information Centre, will be funded from the budget of Municipality of the City of Vilnius and subsidies and grants will be obtained each year. The developed uniform image of the style of publications, website and souvenirs will be used for the purpose of pursuing the activities envisaged in the Articles of Vilnius Tourist Information Centre and funded from the budget of Municipality of the City of Vilnius.

Vilnius Tourist Information Centre receives funds on a yearly basis from the budget of Municipality of the City of Vilnius for production of tourist products and publicity of public services and for production of various tourist publications and other souvenirs with attributes of Vilnius.

# Tourism, national parks and protected landscape areas

## Slovakia

According to the Federation of National Parks and Protected Landscape Areas of Europe (FNPPE, 1993) we can consider as sustainable tourism „all forms of tourism development, its management and activities that preserve environmental, social and economic integrity and quality of natural, created and cultural resources on the permanent basis“.

Slovak Republic (SR) is country with sensible assumptions and especially good conditions for tourism development especially in mountain and foothill areas that cover more than 2 mil Hectares (almost one third of overall land reserves of Slovakia). Big attractiveness and heterogeneousness of the territory of Slovakia predestinate it in the framework of wider European space to become place with significant cognitive and recreational functions.

Bellow are listed basic principles for ecologically sustainable tourist use of national parks (NP) and protected landscape areas (PLA). (According to: Lubos Cillag, Milan Marencak, Peter Sabo, Implementation Aspects of National Ecological Network of Slovakia, <http://www.seps.sk/zp/iucn/projekty/nnp/nnpkap5.htm>)

1. **Preservation of biodiversity and ecological processes in protected territory**
2. **Acting in the territory capacity limits:** All planned activities must respect territory capacity limits. Moreover, tourism should be more intensive regulated in NP and vice-versa, bigger space for tourist activities should provide individual PLA, with exception of biosphere reservations.
3. **Application of participative approach to preservation of NP and CHKO territories:** technical manager of territory (management of NP, PLA) must be aware of potential that represents possible gain from tourism. For purpose to find common solutions he should invite other concerned parties to creation of common action plan of sustainable tourism – representatives of municipalities, NGO or entrepreneurs in tourism in the given territory. However he must be obliged to promote stipulated preservation mode of the territory nature in his day-to-day activities.
4. **Development of new ethics of sustainable tourism:** Sustainable tourism development will not be possible without changing of approach of entrepreneurs in tourism and visitors to nature of relevant territory and to local community.
5. **Supporting local tourism infrastructure development and involving local inhabitants.**
6. **Supporting trends of ecotourism, limiting “non-green” natural tourism:** Ecotourism should help protected territory and local inhabitants. Therefore it is desirable to support it under conditions specified by management of NP and PLA and respected by all concerned, including using part of profit for strengthening efficient preservation of the territory. In territory attractiveness evaluation it is necessary besides relief appreciation take into account still greater appreciation of living nature values and its admiring by still expanding group of tourists.

According to IUCN it is possible to consider ecotourism as environmentally responsible visit of relative non-violated natural territories in order to admire and appreciate their natural (as well as present cultural) values, that supports nature preservation, has low environmental impact and provides socio-economic benefits for local population (FNPPE, 1993). Similarly strait is definition created by Ecotourism Society, according to that „ecotourism is responsible traveling and visiting of natural areas, that preserves environment and supports retaining living quality of local people “.

### Project example I: Tourist information office – enhancement of tourists’ informedness of beauties of nature, notabilities and events in the municipal part Bratislava Devínska Nová Ves, its surroundings and Austrian border region.

Project in the framework of the Community Initiative Program INTERREG IIIA, Austria – Slovak Republic 2004-2006

**Identification:** Tourist Information Office Devínska Nová Ves, Istrijská 49, 843 10 Bratislava, Slovak Republic. tel./fax: +421 2 6477 0260, [www.tikdvnv.sk](http://www.tikdvnv.sk)

#### Project partners:

Municipal part Bratislava - Devínska Nová Ves (DNV) – self-governing authority of the city, project mover. Since 1972 is municipal part of Bratislava. Also thanks to its interest and active participation was established Dendropark under Devínska Kobyla, composting plant was build, project of the Tourist information office was initialized and many others.

GIZ Marchfeld, Marchegg (Austria) – among members of Cross border Impulse Centre (GIZ) Marchfeld belonged municipalities Engelhartstetten, Gänserndorf, Leopoldsdorf and Marchegg, bank Marchfelder Volksbank and Austrian-Slovak Society. Partner at the Slovak party is regional association Záhorie, or municipalities of the Borina micro-region. Effort of GIZ is creation and supporting of cross border contacts and cooperation in the area of cultural, personal and municipal area as well as improvement of language skills.



NP Donau-Auen (Austria) – National park is administered by company National park GmbH in cooperation with the state forest plant and forest plant from Vienna.

**Aims of the project:**

- Creation of tourist information office, that will manage cross border tourism
- Common creation of measures for modernization of cross border tourism and leisure time spending possibilities
- Creation of common offer of undertakings along both sides of the river Morava
- Utilization of special elements of the common region
- Extension and improvement of activities in the area of tourism focused on the nature, common regional history and culture
- Building common information system for cooperation in tourism and leisure time
- Improvement of information flow among border regions in Slovakia and in Austria
- Extension of cultural, social and economic contacts between border regions
- Getting ready for intended bridge connection of territories
- By extension of tourism support development of business in the area of gastronomy and accommodation on both sides of the border
- Utilization of present network of educational ways through Devínska Kobyla, Morava bottom land and tourist attractions, such as Geological Museum, Iron Curtain Museum, Dendropark under Devínska Kobyla, Devín Castle, newly build Croatian Museum
- Support utilization of protected territories for needs of tourism in such a way which does not damage, but teaches tourists sense of the nature and its patterns in an attractive way.

**Target groups:**

- Citizens of Devínska Nová Ves – about 17 thousand people
- Potential visitors from Bratislava and wide surroundings - about 500 thousands people
- Potential visitors from border Austrian region – about 50 thousands people
- Potential visitors from Vienna
- Operators of gastronomy and accommodation services
- Subjects operating in tourism on both sides of the border along the river Morava

**Project outputs:**

- opening of the Tourist Information Office
- strengthening informedness (opening internet terminals, installation of information panels, publication of the tourist guide, launching own webpage)
- opening guiding activities – excursions
- development of home and cross border cooperation
- comprehensive equipment of TIK

## **Project example II: Supporting community involvement into activities contributing to preservation of Devínska Koliba and Morava bottom land**

Project was realized with support from the Embassy of Great Britain and Northern Ireland – Ministry of International Development, 2003

**Administrator:** DAPHNE – Institute of Applied Ecology, Podunajská 24, 821 06 Bratislava,, [www.daphne.sk](http://www.daphne.sk)

**Partners:** British Trust for Conservation Volunteers (Great Britain), Municipal office Bratislava-Devín, Municipal office Bratislava-Devínska Nová Ves, Management of PLA Malé Karpaty, Management of PLA Záhorie

Project was focused on awareness improvement and active participation of local inhabitants in preservation of Devínska Kobyla hill and river Morava bottom land. Both territories belong among important protected localities that are endangered by oversize tourism and low environmental awareness connected with unrespecting directions for nature preservation (e.g. vandalism, unauthorized waste dumps, fireplaces, movement outside tourist routes).

Aim of the project was engaging local inhabitants into activities contributing to preservation of nature in Devínska Kobyla and river Morava bottom land. One of main activities in the project framework was information display stand that was opened each week since May to September under the Devín castle. Visitors of surrounding region had possibility to obtain information papers about Morava bottom land and Devínska Kobyla and learn about activities of DAPHNE in the region.

Thanks to help of volunteers was performed reconstruction of educational walkway beside the river Morava. Walkway with its length 23 km starts under the Devín castle and its last stand is in Vysoká pri Morave. It is prepared reprint of trilingual colored folder On Morava Bottom Land, that visitors introduces various types of biotopes and serves as simple guide during walks in the Morava bottom land.

# Rural tourism

## Slovakia

### Project example I: Marketing of the regional product of tourism trade

The project has been carried out within the cross-border cooperation between the Small Carpathian Wine Route Association (Malokarpatská vínna cesta ®) and the Weinviertel Tourismus GmbH

#### History:

Partnership is based on the long-standing cooperation with the Weinviertel region. Before the project execution a lot of inspiring meetings took place and at the time of invitation to the project submittal we agreed to carry out a joint project.

#### Environment:

Slovak Republic: Bratislava and Trnava region, towns, town districts and villages Austria, State of Lower Austria, villages and towns of the Weinviertel region

#### Goals of the project:

The aim of the project was the foundation of the basis for the professional and complex professional tourist marketing of the region of the Small Carpathian Wine Route while using the experience of the Austrian partner.



#### Target groups:

- representatives of tourism trade and municipality within the territorial definition of the Small Carpathian Wine Route
- participants of the activities of the Weinviertel Tourismus

#### Project activities:

- training of human resources of the association for work in the complex tourist marketing of the region via joint regional institution
- upgrade of the visual side of marketing tools of the Small Carpathian Wine Route (web and maps) and elaboration of German versions

The objective arose from the need to professionalize the regional tourist marketing of the Small Carpathian parts of Bratislava and Trnava district and to give it a complex and competitive character with help of the Austrian partner.

The Small Carpathian Wine Route Association is a civil association which represents cooperation of municipalities and subjects of tourism in the Small Carpathian part of Bratislava and Trnava district. During its existence it has contributed to tourism development, establishment of regional identity and international cooperation in the region, in particular between Slovakia and Austria. As a civil association it is a platform for the experience exchange and coordination of activities between the subjects involved.

For further development of the region marketing it is necessary to strengthen the association's structure and choose such a structure which ensures its professionalism and complexity. With respect to the long-standing cooperation with the Austrian partners the regional tourist institution Weinviertel Tourismus, which best corresponds with the marketing vision of the Small Carpathian Wine Route in the future, has been chosen as a partner institution to achieve the objective of this project. Our aim is the creation of a regional institution as the one of the Austrian partner. Such a regional institution which will work at the professional level and will have its executive director. The model we found with our Austrian partners is working well, which we could see in all our meetings.

#### In cooperation with the Austrian partner we achieved the specific project objectives:

- improving the visual side of the promotion of products of the Small Carpathian Wine Route
- preparation of human resources of the association for work in the professional marketing
- intensifying the cooperation and experience exchange with the Austrian partners
- creation of integrated Slovak-Austrian tourist products

#### Project outputs:

- A. outputs within the activity Training for subjects of tourism in the complex regional marketing of tourism:
  - a. seminar on Wine Routes (October 2005) with the participation of representatives of tourism and municipalities, presentation of activities and institutions of wine tourism in the Small Carpathian region and Weinviertel
  - b. joint presentation of partners within the tourism exposition ITF Slovakiatour (January 2006)



- B. outputs within the activity Upgrade of the webpage of the Small Carpathian Wine Route and creation of its German version:
  - a. new image of the webpage www.mvc.sk with information in German and with links to the webpage of the Austrian partner
- C. outputs within the activity Visit to the tourism event in the region of Weinviertel
  - a. 2 visits of events in the partner region
- D. outputs within the activity Publishing tourist-promotion maps of regions in Slovak and German
  - a. new fully coloured maps of the Small Carpathian Wine Route and the Wine Route Weinviertel in Slovak and German in circulation per 1000 pcs

#### **Project sustainability:**

Cross-border cooperation naturally continues and we perform smaller projects. Our partners participate actively in the events which we organize within the Small Carpathian Wine Route and we participate in the projects which the Austrian side performs for its members.

Currently we are a partner of the project whose holder is the Weinviertel Tourismus GmbH. It is a long-term project, the result of which will be the creation of regional packages of tourism products - the best of both Wine Routes in Slovak, English and German versions. Each for their side will process offers of stays for visitors and we will connect the Small Carpathian Wine Route and the Wine Route Weinviertel in a symbolic way.

## **Slovakia Culture tourism**

### **Project example I: Comprehensive tourist information system for the capital city of Bratislava**

**Project executors:** The Capital City of Bratislava – municipal office – department of tourism in cooperation with the Bratislava Cultural and Information Centre and Austrian partner Vienna Tourist Board

#### **Characterization of the project executors:**

The Capital City of Bratislava – self-governing authority of the city, which governs citywide matters. In this framework it provides among others socio-economic development of the city. In the area of tourism it elaborates analysis and conceptual studies of tourism, supports tourism development and for that purpose coordinates activities of tourism subjects.

Bratislava Cultural and Informational Centre – contributory institution of the Capital City of Bratislava provides cultural activities and in the area of tourism performs systematic responsibilities of the tourist information centre.

Vienna Tourist Board – performs marketing and information activities for Vienna visitors; it has multiyear experiences and know-how in this area.

#### **Environment:**

The project was implemented by a team of 4 clerks from the tourism department of the municipal office and the Bratislava Cultural and Information Centre. The team cooperated (consulted) with clerks from the Vienna Tourist Board, which does collection, processing and providing tourist information in the first project stage.

#### **Goals:**

Principal aim of the project was creation of the tourist information system in the area of Bratislava that will provide comprehensive principal source of information about the city and improve standard of tourist information services for the city's visitors.

By the above mentioned principal aim of the project was achieved following partial targets:

- Elimination of complaints of information centres visitors in Bratislava
- Improvement of information centres clerks qualification
- Creation of new job opportunities, requiring labour power with high working effectiveness
- Increasing number of served customers of information centres
- Extension and improvement of offered services to customers
- Creation of conditions for effective funding of information centres in the area of Bratislava City through new tools for profit formation.

#### **Target groups:**

- Clerks of tourist information centres – improvement of labour quality and relationship to customers,
- Clerks of the tourism department – creation of conditions for publicity improvement, product creation and information technology utilization,

- Visitors of Bratislava – by information improvement about the destination place, improvement of access to information and extension of provided information variety.

### Project activities

In the project framework was implemented these activities:

- creation of internal basic database containing information about tourist activities in Bratislava and their continuous update after the project finishing
- consulting with clerks from the Vienna Tourist Board in information centres in Vienna
- trainings of information centres employees
- transformation of information centres – change of work organization through segmentation of employees to two basic specialized workstations, namely front office (customer service) and back office – data (information) collection and processing
- on-line connection of particular information centres.

### Results of the Project:

- tourist information database
- administrative changes in information centres
- complex workstations equipment by computers and copying machines

### Continuation of the project:

Implementation of technique in information centres and creation of information databases has become a basis for further development of the information system on Bratislava City webpage. By the change of work organization was created better conditions for further enhancement of information activities and thereby conditions for widening of products for city visitors, especially in the area of leisure time tourism.



## Project example II: Book publication Castles of Slovakia

Project within the programme Let's renew our house in the chapter of cultural heritage in the subprogramme Activities of cultural policy and activity of edition in the field of protection of the monumental fond, Ministry of culture of the Slovak Republic.

**Setting:** Bratislava, 2006

**Staff:** DAJAMA publishing, in cooperation with Geoinfo Slovakia, [www.dajama.sk](http://www.dajama.sk)

### Project goals:

Slovakia is a country rich in cultural-historic fortified and representative objects destined for housing. A lot of castles arose in its territory in different historic stages. The promotion of these cultural sights and the issue of the publication on castles will contribute to the documentation of their state and revitalisation development as well as to the improvement of citizens' awareness in connection with their protection and regeneration.

### Target groups:

Project is aimed at all visitors of cultural sights in Slovakia as well as foreign visitors.

### Project activities:

- collection of material data
- processing, sorting and selection of materials and data
- text writing
- preparation of mapping materials
- collection and sorting of photographic materials
- professional and language correction of articles
- translation of articles
- graphical processing



- publication printing
- promotion and attendant marketing campaign

**Outcomes:**

The project outcome is publishing of a book publication Castles of Slovakia in the total circulation of 6,000 pcs in Slovak and English with the extent of 160 pages.

**Project purpose and contribution:**

Through the promotion of castles of Slovakia the visit rate and interest in getting to know the sights in separate regions of Slovakia will increase. As publications will be available in many parts of Slovakia and abroad, there is a real supposition that the interest in stay in Slovakia will increase. Through the focused promotion of Slovakia abroad the awareness of visitors will improve, the positive picture in the relevant field will enhance, and thus the positive perception of potential visitors as well.

## CHAPTER III

National examples of education programs focus on regional build and sustainable tourism development



## Greece

# Examples of education programs focus on regional build and sustainable tourism development

The formal education in the field of sustainable tourism development is being provided by the Technical Educational Institute (T.E.I.) (High level Education). In our town there is a department for tourism education. Except the specialized school we have to mention the School of Guides, department of the Technical Educational Institute (T.E.I.). The Institute of Professional Education (I.E.K.) provides the initial education, within the scope of formal education in the field of tourism. The students of I.E.K. can work in the field of hotel activities.

These educational programs are funded by the sectoral program of the Ministry of Education (funds from the ESF + national funds). The Ministry of Culture and Tourism organizes training seminars within the facilities of its hotels financed by the ESF. The Organization of Employment of the Labour Resources organizes trainings sections (1 to 2 years) towards learning/improvement of the culinary/pastry skills.

The informal education is provided by the Centers of Vocational Training (K.E.K.). They organize seminars in tourism field; the Ministry of Employment as well as the General Secretariat of the Region funds them. The KEK cooperate with the enterprises in tourism field for practical training their students.

### Entity for protection and management of environmental regions of the Prefecture of Thesprotias being covered by the Natura - 2000 program

The last years have been created in each district entities for the management of regions covered by the program Nature 2000. These entities are belonged to the Ministry of Environment. They cooperate closely with the local authorities and other NGO's towards the realization of their aims.

In the district of Thesprotias the Entity of Environmental Management is responsible for the following regions:

Delta of Kalama River

The narrows of Kalama River

The Swamp of Kalodiki

The River of Acheron

In these regions there are seldom flora and fauna and with the other regions of Greece constitute one National Environmental System with special ecological importance.

In the district of Thesprotia this Environmental Entity has created two Center of Environmental Information, one at the Municipality of Sagiada, near the port and one at the Municipality of Acheron, closely to the historical site.



### Combination of Education and Environmental protection and tourist development

In the region one realizes educational and training programs within the framework of the Technical Educational Institute, Department of tourist enterprises, as well as in the Center of Professional Training. These programs combine knowledge on the environmental conservation and the practical skills in the sustainable tourist development.

The Centers mentioned above are visited by students and teachers as well as by trainers and members of environmental organizations. These kinds of actions enable the development of professional activities as well as provide a special program for guides of natural environment, trainers of alternative sea-river sports. They also include the excursions and cultural performances.

The result of these activities in combination with favorable financial support creates the good possibilities for tourist units towards the boosting of the sustainable development.





This kind of tourism activities are supported by other profession that are promoted in the region. Among them we can mentioned such as a traditional kitchen, bakery, the production of traditional agricultural products and constructions etc.

The traditional tourism disposes a core place in the whole system thanks to the wonderful beaches of the region.

All these factors create good possibilities for long term strategies focused on regional sustainable tourism development.

The Entity of Environmental Management, educational institutions as well as centers of professional training play the main role in this process. They are supported by national and EU grant programs.

The local authority contributes to the creation of the appropriate conditions while the NGO's undermine to increase these efforts.

## Example of education programs focus on regional build and sustainable tourism development

Lithuania

**Topics:** Non-formal education, regional development, promotion of entrepreneurship

**Identification:** Public Institution Europos namai Naugarduko str. 72, Vilnius LT-03203, Lithuania and Lithuanian adults' education and information centre, Didlaukio str. 82, Vilnius LT-08303, Lithuania

**Project/activity:** Active community involvement in regional development: promoting entrepreneurship in the communities

### **System:**

This is a non-formal education activity enabling different institutions exchange experience in the area of local community adult education; encourage the application of new education methods.

### **History:**

Public Institution Europos namai has participated in a number of international adult education projects, for example, in Grundtvig1 SPECIAL, new non-formal education methods were discovered which were aimed at the necessity of integrating active civic awareness concept into adult education programmes. With the help of partner country experience in adult education programmes, new projects were initiated, where new methods, information technologies were applied.

### **Setting:**

Public Institution Europos namai Naugarduko str. 72, LT-03203 Vilnius, Lithuania

### **Staff:**

Staff of Public Institution Europos namai, community members, representatives of local authorities, tourism and economy experts.

### **Target groups:**

Project target group – representatives of regional and local institutions, education and NGOs who work in the areas of non-formal education, community building and strengthening.

### **Goals:**

Project goal – to present cooperation modules of social partners - local communities, municipal and private representatives, education institutions aimed at improving regional competitiveness, to introduce the participants with the interactive methods aimed at promoting lifelong-learning and educate local community competencies.

### **Process:**

Project participants were introduced to the interactive methods aimed at lifelong learning or educating local community skills. The opportunities to use local cultural and natural recourses in the process of educating community entrepreneurship were discussed. The skills and activities necessary to ensure project efficiency and compliance to local and regional needs were emphasized. The participants listened to the presentations on the following topics: Active local community



and regional development: promoting cooperation among social partners and educating communities, The role of local communities in shaping the country's image, Efficient use of local resources for tourism business: practical examples, Practical tips to implement successful business idea. After the theory part, the participants split into the workshops to use the acquired knowledge and work on the tasks in the areas of tourism, image and entrepreneurship. Under the provided conditions, the participants had to generate ideas and draft the plans to implement the ideas. Later on, the work was organised in working groups, the results were presented and discussed, and public discussion was launched.

**Special methods/tools/ICT:**

The information to the participants was sent via e-mail. Additional information was published on the website [www.eurohouse.lt](http://www.eurohouse.lt). The information on target groups was found on the community portal [www.bendruomenes.lt](http://www.bendruomenes.lt) database.

**Outcomes:**

The project received media coverage. On 30 November the daily Lietuvos rytas published an article Tarp miesto ir kaimo (Between the city and the country).

In the framework of the project methodological material Grudtvig1 SPECIAL, which was drafted during the international adult education projects, was translated into Lithuanian. Here one may find active European civic awareness and entrepreneurship promotion principles in adult education programmes, the application of interactive methods and modern information technologies.

**Critical issues:**

The participants received the questionnaire to fill in. The results of the questionnaire demonstrated that there are not enough programmes promoting community entrepreneurship in the regions. Little is the community member interest in the projects and low is the motivation level of the listeners.

**Active citizenship:**

Democracy, active civic position, civic identity and European identity awareness at the moment acquires special importance not only in the New European Union member states but also in the old ones. In the changing EU society, at the time of significant integration processes when the competition between different sectors is strengthening, the active civic awareness of adults becomes an inseparable part of the democratic society development and personal wellbeing.

**Obstacle and chances:**

The use of the acquired knowledge and their applicability in everyday work were emphasised. The majority of the participants mentioned the new ideas which they developed at the time of the project, and expressed their intention to use the acquired knowledge in implementing specific projects.

**What did they learn?**

The participants discovered which skills, resources and activities are necessary to ensure project efficiency and compliance to the regional and local community needs, with the aim to successfully implement a project idea.

## Example of education programs focus on regional build

Slovakia

**Project example:** Region – build (challenges and opportunities for V4 countries) (Project No. 7023 –2004-IVF)

**Identification:** The Union of Towns and Cities of Slovakia, Prepostska 4, 811 01 Bratislava, [www.unia-miest.sk](http://www.unia-miest.sk)

**System:**

This is a non-formal adult education activity which could easily be adapted or further developed by other institutions or organizations.

**History:**

This project was born in 2004 as a part of a non-formal adult education activity (training course of “Management and Regional development”, provided by the Academia Istropolitana Bratislava).

The Union of Towns and Cities of Slovakia coordinated the project and 6 partners institutions from 5 countries were included (SK, CZ, PL, HU, AT).

**Setting:**

The Union of Towns and Cities of Slovakia (UTCS), Prepostska 4, 811 01 Bratislava, and Academia Istropolitana (AI), Hanulova 5/B, 840 02 Bratislava, Slovakia

**Target group:**

Representatives of the central state administration, local and regional self-government administration (The Union of Towns and Cities of Slovakia, Association of Polish Cities, The Union of Towns and Communities of the Czech Republic, Austrian Association of Cities and Towns), NGOs, national educational institutions, media and agencies for regional development.

**Goals:**

The main aims were to improve the dialogue between the experts and local groups involved in long-term regional planning strategy and to develop a common critical review and an exchange of views on the first steps in the application of EU support programmes.



**Process:**

Every partner institution selected the participants and formed the national team of experts, professional contributors and national institution representatives. All participants from the partner institutions prepared presentations in English in the framework of project topics. At the core of the seminar–training ‘Region-build’ realized 1 plenary session and 2 workshops.

Examples of good practice (information about the projects that were supported by EU funds) were presented during the workshops. Professional contributors and experts prepared single case studies and comparative research and presented them during the plenary session. All partners abstracts and papers were included in the publication “REGION – BUILD”.

**Specific methods/tools/ICT:**

Presentations approached the Forum agenda from different perspectives: national with V4 countries implications, regional and local. Several case studies concerning good practices from Austria and V4 countries, regions and localities were presented. The participants focused on the recent development and future trends of the Visegrad Region as an important territory for transnational and cross-border cooperation in an enlarged European Union.

**Outcomes:**

A Press- Release “International Seminar Region-build“ was produced and was circulated to the National Information Agency – SITA and the local newspapers. Publication “REGION – BUILD. Proceedings from the International Seminar of the Visegrad Countries” was prepared, edited, published and distributed between the partner institutions and target groups. CD -presentation “Region Build (How do EU funds work for Region? Challenges and Opportunities for V4 countries) was produced and distributed.



Participants found out more about how the EU regional policy works and they shared experiences and good practices from their regions.

**Participative methods, ICT:**

Large emphasis on participative methods and interaction through case studies, Internet - discussions and communicate by –email with group-leaders.

**Active citizenship:**

Finding your way in European structures, actively participating in European projects. Adapting local strategies to new European opportunities. All participants came because of their personal interest, which can be seen as a manifestation of their civic responsibility.

**Obstacles and chances:**

Each participant had a chance to exchange experience with the partner institutions and to transfer knowledge and approaches focusing on regional management in different countries.

**What did they learn?**

Thanks to educational and research activities with domestic and foreign experts, the participants have collected a great deal of knowledge and experience. It was not only the know-how transfer but mainly the adjustment to the local conditions and its verification in practice.

**Grundtvig 2 potential:**

The initial idea of the “Region – build” project gave the impulse to a new Grundtvig 2 Partnership. Educational institutions from Lithuania, Greece and Slovakia combined their efforts and developed in 2005 a new project that focused on the regional and tourism development in the new European space. Only through joint action of all interested states the new regions may enter the path of systematic growth – using its unique values, including its multi-national character. Common goals and the scope of trans-national undertakings can only be defined through the process of information exchange and broad discussion in a group of interested people and institutions. Mixes of ‘old’ and ‘new’ countries in the partnership make this topic very interesting.

# CHAPTER IV

Methodology of Cultural/Historical  
and Social Topography (CHST)  
as guarantee sustainability  
for regional development



# METHODOLOGY OF CULTURAL/HISTORICAL AND SOCIAL TOPOGRAPHY (CHST) AS GUARANTEE SUSTAINABILITY FOR REGIONAL DEVELOPMENT

Slovakia, a small country in the heart of Europe, has experienced within last hundred years two destructive wars and an era of “socialist development”, which includes two stages.

The first mentioned epoch of socialism represents “a wild industrialization” and “collectivization”, the second one represents “wild urbanization” and “makes industry in traditional agricultural areas” or so called “bringing near village to town”. The processes full of “socialistic ideology” command the central system of management, which presses and eliminates originality of human being and destroys the cultural and social environment. The intention was to suppress a principle of historical, cultural and social continuity.

The result was tragic - a decimating traditional social structure of society, structure and quality of cultural, social and political life.

Have been annihilated:

- *traditional environment* - original and cultural country as well
- *forms of settlement* - urban and rural structure (overpopulated towns and demographically annihilated and overage villages)
- *traditional settlements were replaced by building mono* -functional uniformed industrial blocks of flats with short-dared life in the contrast to the original gradually liquidated structure especially in historical centers of towns and villages
- *social, cultural, historical and natural ecological and judicial consciousness of citizens* - from this point of view results inner isolation and passiveness of most inhabitants

## Rise of CHST

Groups of intellectuals already opposed the country devastation before the revolutions in November 1989, and the movement for the preservation of environment and cultural heritage began to develop in spite of persecutions of totalitarian regime.

The movement for protection and renewal of cultural, historical and social identity brought a new concept, based on inter-science approach. This concept / method is called „Cultural/Historical and Social Topography“(CHST).

## Goals of CHST

- The main goal of CHST is to renew and preserve a harmony between a man and his environment which is utilized and managed also by him
- The important idea is an assumption of acknowledgement of historical values in the environment and inevitability to renew a natural continuity of development on base of respect of traditional values and ideas of Sustainable Development (SD).

## The strategy of CHST

The strategy of CHST represents a field of the preservation of cultural structures of the human environment.

CHST is also based on the following documents: „Charte of Venise“, „Charte of Washington“, „Agenda 21 - Rio de Janeiro“, „Charte of Madrid“, „European Charte of local Authorities“ and the „General Declaration of the Human Rights“.

The concept of the CHST has the aim to develop the strategy of the protection and the revitalization of the cultural values of the area / region, evaluation of their historical transformation and research of the modern stage of their development. The concept brings together three levels of region evaluation:

- natural landscape frame
- material products of the human activity
- ideal-significance phenomena as a spiritual value

## CHST Methodology

The theory and the strategy are applied in the context of some towns, their authentic part and also in the regional (micro, macro), national and international level.

The methodology includes four parts:

- *topography* - the structure of the monitored phenomena and values in relation to the city or to the region
- *analysis* - evaluation of the quality of monitored phenomena
- *recommendations* and the basic criteria and limits for the development
- CHST guidelines from the point of view of SD / SL

*The structure of the monitored phenomena by topography* of the selected area (territory) is composed from:

- formal - expressional phenomena and values
- contents - significance phenomena and values
- functional values
- potential of the form of the contents and of the function
- specific phenomena (authenticity)
- social phenomena

*Analysis - evaluation* of the quality of monitored phenomena represents logically following steps:

- survey
- arrangement of the identified phenomena from the point of view of their hierarchy by value

The value of different phenomena could be fixed individually for each monitored phenomenon separately or also as resulted (synthetic) value. The condition is to fix (on the beginning) range of monitored and evaluated phenomena from the point of view of the size of the evaluated aspect - parcels, zone, city, region.

### Recommendations for the development of the territory

The elaboration of the CHST and in the second step also the cultural / historical and social value is one of the basic suggestions for the proposal of the next progress of the territorial development. It is the precondition for the elaboration of the basic developments - documents, but this knowledge should be also available to the decision making bodies (mainly local authorities). The goal is to fix the limits for the protection and the criteria for the creation and rehabilitation of the CHS values of the given space (territory).

The principles of the CHST from the point of view of sustainable development (SD) are elaborated based on the following principles:

- cultural and historical continuity and identity
- respect of the landscape /ecological conditions
- respect of the ethno/cultural and economic/social regions and nodal territories
- respect of the basic communication lines and dominant centers were the principles of equity of living conditions applied
- citizen's participation in the decision-making process
- application of the cultural and social significance and the respect of the unique character

## Application of the CHST

**For the estimation of the development potential from the point of view of the CHST it is necessary to define cultural / historical and social values for each micro-region as whole, using the following structure:**

- formal - expressional values
- contents - significance values
- functional values
- special phenomena
- social phenomena and activities

- to evaluate this values and phenomena from the point of view of their puissance, hierarchy and reciprocate action and possibilities of the revitalization.

**For the definition of the development strategy from the point of view of the CHST there is a need:**

- to fix the principles as the basis for the solutions
- on the basis of these principles to fix the criteria and limits, with the emphasis on the tourism and on the agriculture
- to approve the recommendations in the field of:
- protection and revitalization of the natural values
- respect and development of cultural and social values in the different fields of the human life

**For the definition of the tools from the point of CHST there is a need:**

- to verify the application of the limits and criteria into the guidelines of the communal policy
- to create the program of regulation and of territorial development
- to use existing possibilities of legislation norms
- to support the development programs and action plans on the level of state and self-government administration
- to include the CHST principles into the learning process of the local and regional history and geography

**For the application of the CHST development strategy in the process of the short and long term strategic planning for the region there is the need:**

- to apply the limits and the CHST criteria in the process of the action plan creation, development of specific plans focus on tourism and agriculture
- to propose some concrete steps for the self-government

CHST methodology discloses the human potential in relation to his/her environment; it represents cultural values of SD. It is the basic condition for the creation of the cultural, historical and ecological consciousness of the citizens in relation to their villages and towns or to the smaller and larger perceived region. It helps to create the local and regional human identity - the feeling of home, which should be protected.

**The CHST has to be developed and apply in the life of the society as the whole:**

- in legislation
- in the regional development
- in the process of the creation of concepts and strategic documents
- in the urban planning
- in the local and regional policy
- in the development programs and action plans
- in the concrete projects of the spatial and architectural planning
- in the education

**Enforcement**

CHST represents systemic approach in coordination of territory development influencing local and regional policy, strategies and development concepts, production of spatial and regional plans, town-planning praxis, regular public government enforcement, but is applying also in the field of edification, information and education.

CHST helps to form local and regional identity and fellowship sense at the national and international level.

CHST adjusts main attractions and positive effects for new, higher living quality of inhabitants and visitors of particular place, region or larger spatial and countryside unit.

*Marian Minarovič, The Union of Towns and Cities of Slovakia*

# CONCLUSION

This Manual presents the national environment for tourism development on behalf of regional sustainable development. It also includes national examples that set up the general action framework focuses on networking of stakeholders and community involvement.

Local authorities are key players in planning and managing tourism and addressing its impacts. They should work together, with the private sector and with environmental and community interests, in Destination Management Organizations (DMO). In some cases the DMO may apply to regions.

The following are general conclusions and recommendations for local authorities focus on implementation mechanisms in the context of sustainable regional tourism development:

- Establish multi-stakeholder mechanism and structures for the development and implementation of sustainable tourism strategies and action plans
- Provide effective land use planning and development control
- Provide leadership and facilitating coordination and networking
- Facilitate business networking and appropriate destination marketing
- Strengthen financial and staff resources devoted to tourism management
- Reflect sustainability in a range of tourism communication and support services
- Identify relevant indicators and monitoring impact
- Promote relevant educational campaigns aimed at residents, tourists and operators
- Support local colleges on training programs and work with local business colleges to improve profile of tourism
- Audit local heritage resources and support their conservation and interpretation
- Monitor impacts on culture and nature heritage
- Participate in exchange of skills and experience with destinations worldwide

Finally, attention should be paid to strengthening understanding of sustainability issues and the acquisition of relevant management skills at the local destination level, through capacity building and training for local officials. This could include the development of knowledge network, web-based for tourist destination management, including sections for entering of data to facilitate benchmarking and sharing of best practice examples from around Europe.

# ANNEXE I

## GRUNDTVIG 2 - PARTNERSHIPS IN THE ADULT EDUCATION PROJECT REGION - BUILD

### International cooperation in the area of regional development and tourism through adult education

#### QUESTIONNAIRE EVALUATION

Questionnaire was created in the framework of the project REGION-BUILD, Grundtvig 2, focused on international cooperation in the area of regional development and tourism through adult education. Questionnaire was submitted to member cities of the UTCS. Answers sent 37 representatives of Slovak cities.

The scope of the questionnaire was to discover current situation in the area of cooperation of public and private sector focused on support of tourism development in Slovakia and define basic problems that restrain this cooperation. In next questions respondents should express their opinion on the role of educational institutions as one of actors of the tourism sector economical development, but also specify particular needs in the area of education in tourism and importance of „unification“ of given education in the EU.

In the final part should representatives of cities express their opinion on creation of international partnerships and on transfer of international methodologies and know-how in the tourism sector and specify examples of successful international cooperation in the area of tourism realised in individual cities since 2003.

The generality of asked mentioned that the cooperation of public and private sectors in the area of tourism development support is in their regions at low level and insufficient, in some cases completely absents. However it is necessary to point that in many cities the given area is slightly getting better. Only six respondents pointed that cooperation of public and private sector in the area of tourism development support is good in their regions (Banská Štiavnica, Galanta, Humenné, Levoča, Modra, Rožňava) considering continual improvement.

Among principal factors that restrain mutual cooperation of public and private sector in the area of tourism development support majority (25) pointed missing targeted regional marketing. In total 19 respondents mentioned as barrier of cooperation comminuted and uncoordinated informational and marketing strategy of tourism. Absence of interest associations or tourism agencies at district/regional/local level, not linking education with needs from praxis and lack of qualified and good-class managers as barrier of public-private cooperation in the area of tourism pointed about one third of asked. All respondents (besides one) pointed that the role of educational institutions as one of factors of economical development of tourism is important in regard to need of specially learned people in the given area.

Among specific needs of education respondents pointed especially general qualification improvement of employees in the area of tourism (14), education in the area of marketing (11), language education (10). Among another needs of education they pointed individually education in the area of management, information technologies, projects creation, psychology, culture and history of the region or education in the area of viniculture. At the same time most of respondents (30) pointed the need of „unification“ in education, from that in 12 cases in regard to regional specialties. Two respondents pointed that unification in education is not necessary, 4 didn't answer this question.

To the question about respondent opinion about creation of international partnerships on foreign methods and know-how transfer in tourism all respondents (37) answer positive and raised contribution of mentioned activities to tourism development in particular regions of Slovakia. In several answers was again pointed the need to remain regional specialties and adaptation of foreign methodologies to the individual environment and conditions.

#### Examples of best practice projects of international cooperation in the area of tourism realised since 2003:

##### Municipality of the Capital City of Bratislava

Project TURISTINFO –know-how transfer in the area of tourist information services in the Capital City of Bratislava. Partner of the project was the Vienna Tourist Board.

Project Tourist Information Lines – cooperation of the City Bratislava and Austrian region Weinviertel – publicity of viniculture and its traditions in the region Malé Karpaty and region Wienviertel at viniculture events in both regions and in means of mass transportation.

### **Čadca**

The city participated in projects of foreign partners – partner cities Zywiec /Poland/ and Valašské Meziříčí /Czech Republic/.

### **Modra, The Small Carpathian Wine Route Association**

- 2004 – 2005 Slovak-Austrian wine route – partner regional association Auland Carnuntum
- 2005 – 2006 Marketing of regional products of tourism – partner Weinviertel Tourismus GmbH

The aim of all projects was development of international cooperation and methods and experiences transfer, marking of members, strengthening of the regional identity, development of marketing skills of The Small Carpathian Wine Route Association members

### **Prešov**

Šarišská špacírka – educational tourist route from Prešov to Nowy Sacz (Poland), Community Initiative Program, INTERREG III A

### **Žilina**

The City Žilina is founder member of the Beskydy Euro region. It was implemented projects of carnival, Old City festival, common workshops with partners from border states of the county.

### **Trstená**

The city of Trstená with the Polish partner gmina Jablonka in 2004 realised following project from the accession fund PHARE:

- „Cycle ways connecting Orava with neighbouring Polish borderland “
- „Establishing of the Tourist- Information Centre in Trstená“ (in this project was partner of the City of Trstená Association of tourism in Orava)

### **Spišská Nová Ves**

- 2006 Project – 6th Slovak-Polish Economical Forum, applicant Euro-region Tatry, City of Spišská Nová Ves - partner, aim of the project – improvement of exchange of Slovak-Polish economical activities
- r. 2006 Project Rochus – renaissance, revival of historical and mining traditions on the region of Spiš, applicant City of SNV, partner City of Ózd – Hungary, Community Initiative Program Interreg III A, aim of the project – preparation of project documentation with issuing of building permit

### **Levoča**

- Project „In the history is our future” - aim of the project is creation of common programs, products in the area of culture, education, tourism with the long-term intention to build partner cooperation and presentation of Slovak-Polish border region.
- International Cultural Festival Days of Master Pavol in Levoča – 6th annual volume

### **Bardejov**

- Polish House in Bardejov
- various exhibitions of home and foreign artists in Bardejov and in partner cities

### **Púchov**

1. year 2005 - Project of the Vysehrad Fund „Opening of the Municipal European Park in Púchov “
2. Program Leonardo da Vinci:

Associated Secondary School of Hotel Services and Trade in Púchov cooperates with schools of similar focus of activity abroad on ensuring of educational programs in the area of tourism and exchange programs of scholars.



Activity area	Period of performance (dominant activities)	Carried out activities	Results	Original state	Current state																																																																																																												
Building of institution and cooperation	Since 1995 up to now		Increase in number of association's members, development of regional cooperation	25 members	225 members																																																																																																												
Education and international exchange of experience	Continuously with top activities in years: - 2001- 2002 - 2004 -2005 - 2005 - 2006	Educational cycles within projects of cross-border cooperation with Austrian partners: - Marketing of the Small Carpathian Wine Route - Slovak-Austrian Wine Route - Marketing of regional tourism products	Development of international cooperation and transfer of methods and experience, marking of member villages and operations by plates (strengthening the regional identity and orientational element), development of marketing skills of the association's members																																																																																																														
Organisation of events to attract tourists into the region	Originally the Association participated in most of the events in the region (roughly 10 a year) With respect to the increase of local activities as well as development of local societies the association concentrates on organising the Day of open cellars, which is the most significant whole regional event in the field of tourism	In years 1995 – 2000: - local wine competitions in spring, - Saint Martin's wine blessing - November Since 2000 - Day of open cellars in the Small Carpathian Wine Route in November (since 2007 twice a year - 26.5.2007	Development of local activities in tourism especially in villages, increase in visit rate of the regional, increase in demands on quality of provided services	Only in relation to the Day of open cellars: 17 open cellars (only in Pezinok), 500 visitors, entrance fee 200,- (bonus-free)	Only in relation to the Day of open cellars: 81 cellars open (in the region between Bratislava and Trnava), 3 000 visitors – maximum number of tickets sold with respect to the capacity – interest was higher, entrance fee 800,- Sk (bonus 400,- Sk of it)																																																																																																												
Promotional and informational activity	Since 1995 up to now	<ul style="list-style-type: none"> <li>- Issuance of orientation maps (2002, 2004, 2005, 2006)</li> <li>- Issuance of guides (2002, 2005)</li> <li>- Issuance of calendar of events Vineyard-viniculture year on the Small Carpathian Wine Route – every year since 2002,</li> <li>- Website <a href="http://www.mvc.sk">www.mvc.sk</a>, since 2004 – statistics of accesses since February 2006 – Participation in the fair ITF Slovakia Tour – every year since 1995 – more times awarded exposition,</li> <li>- zahraničné prezentácie - Praha (1998), Budapešť (1999), Varšava (2000), Viedeň (2001, 2002, 2003)</li> </ul>	Increase in visit rate of the region, better tourists' orientation	With regard to continuity and for purposes of comparison we only list the statistics of accesses to the website: <table> <thead> <tr> <th>Mounth</th><th>Unique visits</th><th>Number of visits</th><th>Pages</th><th>Hits</th><th>Bajts</th></tr> </thead> <tbody> <tr><td>Jan 2006</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>Feb 2006</td><td>178</td><td>215</td><td>1319</td><td>7457</td><td>53.13 MB</td></tr> <tr><td>Mar 2006</td><td>1741</td><td>2775</td><td>19348</td><td>112774</td><td>1.06 GB</td></tr> <tr><td>Apr 2006</td><td>2252</td><td>3311</td><td>21442</td><td>126457</td><td>1.61 GB</td></tr> <tr><td>Maj 2006</td><td>2094</td><td>3161</td><td>19434</td><td>112033</td><td>1.52 GB</td></tr> <tr><td>Jun 2006</td><td>1925</td><td>3006</td><td>16422</td><td>92975</td><td>1.12 GB</td></tr> <tr><td>Jul 2006</td><td>1587</td><td>2194</td><td>11932</td><td>65649</td><td>969.67 MB</td></tr> <tr><td>Aug 2006</td><td>1948</td><td>2729</td><td>16024</td><td>91358</td><td>1.33 GB</td></tr> <tr><td>Sep 2006</td><td>2546</td><td>3839</td><td>22102</td><td>127867</td><td>1.64 GB</td></tr> <tr><td>Okt 2006</td><td>3111</td><td>4817</td><td>31894</td><td>189881</td><td>3.04 GB</td></tr> <tr><td>Nov 2006</td><td>3980</td><td>6957</td><td>49367</td><td>338595</td><td>6.36 GB</td></tr> <tr><td>Dec 2006</td><td>1700</td><td>2553</td><td>13654</td><td>115607</td><td>2.04 GB</td></tr> <tr><td>Jan 2007</td><td>2100</td><td>3123</td><td>16950</td><td>133440</td><td>2.52 GB</td></tr> <tr><td>Feb 2007</td><td>2327</td><td>3702</td><td>22614</td><td>183943</td><td>3.14 GB</td></tr> <tr><td>Mar 2007</td><td>2534</td><td>4199</td><td>26075</td><td>252420</td><td>3.77 GB</td></tr> <tr><td>Apr 2007</td><td>2652</td><td>4264</td><td>25003</td><td>231453</td><td>3.91 GB</td></tr> <tr><td>Maj 2007</td><td>2707</td><td>4334</td><td>23206</td><td>218506</td><td>3.82 GB</td></tr> </tbody> </table>		Mounth	Unique visits	Number of visits	Pages	Hits	Bajts	Jan 2006	0	0	0	0	0	Feb 2006	178	215	1319	7457	53.13 MB	Mar 2006	1741	2775	19348	112774	1.06 GB	Apr 2006	2252	3311	21442	126457	1.61 GB	Maj 2006	2094	3161	19434	112033	1.52 GB	Jun 2006	1925	3006	16422	92975	1.12 GB	Jul 2006	1587	2194	11932	65649	969.67 MB	Aug 2006	1948	2729	16024	91358	1.33 GB	Sep 2006	2546	3839	22102	127867	1.64 GB	Okt 2006	3111	4817	31894	189881	3.04 GB	Nov 2006	3980	6957	49367	338595	6.36 GB	Dec 2006	1700	2553	13654	115607	2.04 GB	Jan 2007	2100	3123	16950	133440	2.52 GB	Feb 2007	2327	3702	22614	183943	3.14 GB	Mar 2007	2534	4199	26075	252420	3.77 GB	Apr 2007	2652	4264	25003	231453	3.91 GB	Maj 2007	2707	4334	23206	218506	3.82 GB
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## ANNEXE III

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