



REPORT ON STAKEHOLDERS MAPPING AND ANALYSIS

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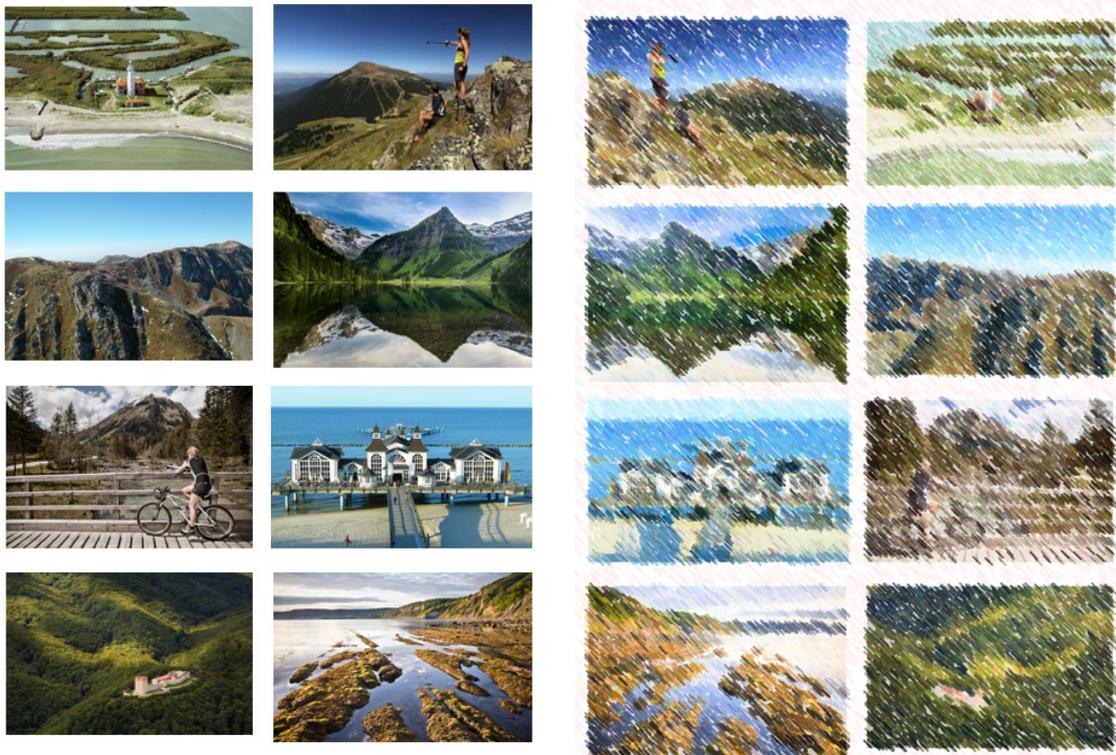
CEETO STRATEGIC AGENDA FOR NETWORKING, KNOWLEDGE TRANSFER AND EXCHANGE

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**Stakeholders mapping and analysis at CEETO pilot
area/region/country/EU level**

**CEETO Strategic Agenda for networking, knowledge
transfer and exchange**

Zagreb, May, 2019



CLIENT:

WWF Adria

On behalf of INTERREG Central Europe



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1. SUMMARY

Protected areas of countries involved in the CEETO project (Italy, Austria, Hungary, Germany, Slovenia and Croatia) are enormous resources for sustainable tourism development, therefore, the CEETO project's main objective is to protect and enhance natural heritage of protected areas (PAs) and Natura 2000 Network by promoting an innovative sustainable tourism planning model.

Tourism destination is an amalgam of a large range of products and services provided by the private and public sectors. A major challenge in destination management is harmonizing the often-conflicting stakeholders' interests. Therefore, stakeholder mapping is a dynamic process usually defined using the following steps:

1. Defining stakeholders;
2. Analysing stakeholders by impact and influence;
3. Planning activities of productive communication with stakeholders;
4. Engaging with your stakeholders.

The above mentioned is in this document ensured through contacts with stakeholders and a survey of stakeholders, the role and opportunities of government bodies, management bodies, NGOs and educational institutions, tourism businesses and other types of organizations/institutions for the development of sustainable tourism in nature protected areas. Therefore, all stakeholders recognized (more than 600) are described using the following basic information: institution/organization/company name in original language, name in English, stakeholders level (EU, national, regional/local), commercial/non-commercial stakeholder, type of stakeholder (NGO, media, academia (institutes, university, etc.), management body/protected area, Destination Management Organisation (DMO), governmental institution, tourism business and other), short description, telephone, e-mail, contact person (name, role), address (street and home number, city, postal code, region/country).

Since the need to detect the influence of stakeholders has high priority, it was important to avoid under (or over) estimation of their impacts and relevance. Stakeholders with high levels of influence on and by project have been identified and given high priority at the outset. Using a matrix which maps stakeholders according to their influence, relevance and limitations allows us to create a picture of stakeholders' level of involvement and therefore the type of engagement that we need to have with them. This builds the understanding of what motivates stakeholders and how to win them around. Therefore, 4 main categories of impact/relevance for CEETO project stakeholders have been recognized:

1. Current knowledge of CEETO project
2. Role in sustainable tourism and ecotourism development
3. Existing level of cooperation
4. Limitations

For each country involved in the project, the potential stakeholders which replied to the survey were individually listed on stakeholders' maps. The values that show the influence of the stakeholder are on x-axis, and on the y-axis are values which represent the levels of stakeholder cooperation. At the same time the colour of stakeholders reflects the degree of stakeholders' limitations, and forms show the degree of knowledge about CEETO project. Furthermore, evaluated stakeholders are marked with colour and with object forms (Chapter 3.3). Three main groups of stakeholders were identified considering their impact/relevance:

- CRUCIAL stakeholders;
- IMPORTANT stakeholders;



■ POTENTIALLY IMPORTANT stakeholders.

Given that all stakeholders did not respond to the survey in the tables below the map, several more stakeholders per country were emphasized, which by their significance and influence belong to the Crucial and Important stakeholders and their inclusion in the network would be extremely important.

A total of 630 potential stakeholders were identified (chapter 3.1). Through the analysis of the stakeholders using the stakeholder's survey (chapter 3.3) and the expert opinion / communication with the partners (tables in chapter 3.3) found that in the preliminary phase the CEETO stakeholders' network should include:

- **94 stakeholders** (based on surveys), of which **47 are crucial stakeholders**
- **89 stakeholders** isolated on the basis of expert assessment, consultation with partners and taking into account the principle of involvement of as many stakeholders from different groups.

Networking is a vital component for the tourism destination development. When referring to the development of sustainable tourism, establishing a network is even more important because it provides a single meeting place for both conservation and use of natural resources. Therefore, we suggest further strengthening of CEETO project stakeholder's network based on communication via the CEETO online platform, through wide mailing list and specific actions defined in agenda. Network should be composed of stakeholders recognized as crucial in maps and tables of stakeholders outlined because of their significance (chapter 3.3.). However, network and Strategic Agenda activities planned for them (chapter 8.) should not be limited to them but can be expanded to other stakeholders.

Due to the complexity of the CEETO project, all levels have got to be considered, especially since interaction with stakeholders depends highly on their motivation to be a part of a project. Therefore, four main types of stakeholders and activities can be listed:

1. Stakeholders who will predominantly use the knowledge from the CEETO project:
 - > Planning a knowledge - sharing itineraries for business entities;
 - > Establish B2B portal within destination promotion website;
 - > Organization of workshops by CEETO PP and Pilot areas;
 - > Encouraging stakeholders to promote tourism products;
 - > Organization of study trips for stakeholders;
 - > Developing value-added business models by linking local tourism businesses (SMEs) to protected areas.
2. Stakeholders who will predominantly contribute to the knowledge of the CEETO project:
 - > Designing topics for stakeholders' webinars;
 - > Establish a mailing list of potential stakeholders to increase knowledge sharing;
 - > Organization of CEETO Network online platform webinar;
 - > Building Data Repository;
 - > Creating incentive systems for external knowledge sharing for engaged stakeholders.
3. Stakeholders creating policies:
 - > Analysis of the best options for communication with recognized stakeholders;
 - > Presentation of CEETO project results to local authorities to increase visibility of the project and governmental system capacity;
 - > Protocol for monitoring the status of tourism in protected areas to introduce comparable system of sustainable tourism indicators for protected areas.



4. Stakeholders who disseminate the knowledge gained through the CEETO project:

- > Creating a letter for the Universities about the possibilities of field trips of student groups to pilot areas;
- > Organizing university student fieldtrips to pilot areas;
- > Organizing Open Media Day in pilot areas;
- > Project presentation at international tourist fairs to engage potential agencies engagement;
- > Creating Info stand with project information at each pilot area;
- > Curriculum development for educational workshops.



2. INTRODUCTION

2.1. Project scope

Protected areas of countries involved in the CEETO project (Italy, Austria, Hungary, Germany, Slovenia and Croatia) are enormous resources for sustainable tourism development, therefore, the CEETO project's main objective is to protect and enhance natural heritage of protected areas (PAs) and Natura 2000 Network by promoting an innovative sustainable tourism planning model. The objective of the project is to establish an innovative governance system for sustainable tourism based on a participatory approach that aims to improve the capacity of protected area managers for the sustainable management and use of natural values. CEETO aims at identifying and testing innovative management and monitoring tools specifically focused on sustainable tourism activities in eight protected areas, acting as areas for pilot actions in the CEETO project (AT: Soelktaeler Nature Park, UNESCO Biosphere Reserve Salzburger Lungau; DE: UNESCO Biosphere Reserve Southeast-Rügen; HR: Nature Park Medvednica; IT: Tuscan-Emilian Apennine National Park, Regional Park of the High Modena, Po Delta Regional Park; SI: Strunjan Landscape Park).

During the project duration, the most efficient models and tools will be adapted and upgraded to innovative and viable solutions that will be shared through the permanent CEETO network, encouraging collaboration of all relevant stakeholders. The CEETO Network was established in March 2018, among project partners, pilot areas and associated partners, with an aim to ensure durability and sustainability of CEETO project outcomes well beyond its duration, as well as to ensure a wide and specific impacts of results, findings and best practices that will be transferred to the protected areas at a local/national/international level.

This will in future reduce usage conflicts, sustain social and territorial cohesion, improve quality of life of local communities, and encourage the tourism industry to make specific contributions to nature conservation. Since the CEETO project seeks to elaborate an integrated approach that includes environmental, social and economic aspects, in order to define and test innovative models for sustainable tourism, there is a great need to define stakeholders crucial for involvement in sustainable tourism development on 4 different levels: local (pilot area), regional, national and EU level/international level.

According to the World Tourism Organization, sustainable tourism is tourism that leads to the management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems. Development of sustainable tourism and sustainable tourism products is complex and includes numerous stakeholders. Rather than being a type of product, it is an ethos that underpins all tourism activities. As such, it is integral to all aspects of tourism development and management rather than being an add-on component

The objective of sustainable tourism is to retain the economic and social advantages of tourism development while reducing or mitigating any undesirable impacts on the natural, historic, cultural or social environment. This is achieved by balancing the needs of tourists with those of the destination. On the other hand ecotourism, also known as ecological tourism, is a subset of sustainable tourism which focuses on ecology. Ecotourism tends to be encountered in destinations where flora, fauna, and cultural heritage are the primary attractions. The industry actively works towards conserving or improving the natural and cultural heritage through managing its own operations to help conserve the environment, organising conservation projects, offering volunteering and educating visitors.

Various forms of sustainable tourist product can be seen as a composite product, as the sum total of tourist attractions, transport, accommodation and many other elements which results in tourist satisfaction. Each of the components is supplied by different providers. The tourist product should not be seen from the point of view of an individual producer, but from the consumer's point of view. There are various forms of tourism product components, but it is important to highlight that 'public' goods, such as the climate and the scenery, are also integral components of the tourist product.



Tourist destination has been perceived as the basic unit for tourism development. A destination is the 'medium' in which a tourist product is created, and all stakeholders need to be involved in its conservation. Tourism is dependent on the environment - on the one hand, it needs it for its development, and on the other hand, tourism can ruin it. It is particularly visible in protected areas that require special conservation systems yet, on the other hand, they are extremely interesting to tourists.

Tourism destination is an amalgam of a large range of products and services provided by the private and public sectors. Destination management is complex, and its complexity is primary linked to the fragmented structure of offer and lack of leadership. Destination management requires stakeholder collaboration in many different areas, e.g. tourism development planning and marketing activities, advertising and promotion in particular. For sustainable tourism development, it is crucial to develop a common vision for tourism development, instruments and methods of sharing vision, ideas and knowledge in practice.

A major challenge in destination management is harmonizing the often-conflicting stakeholders' interests. Destination management is reflected through the level of collaboration among different stakeholders in a destination. Destination with a higher level of stakeholders will be more successful in management, i.e. planning of its growth, development of new products, diverse marketing activities and adopting new knowledge. To conclude, tourism destination, as a framework for tourism product, is perceived as the basic development unit, making destination management a crucial issue.

2.2. Project objective

The support and coordination of stakeholders are essential for both development and sustainability. Stakeholders include many different types of groups. Each of these groups have different levels of interest and may be more or less active. Stakeholders include any individuals or groups interested in tourism. There are many stakeholders in development: national government, local government with specific competence, enterprises, education and training centres, local population, non-governmental organizations, and many others.

The development of sustainable tourist destinations is not possible without a well-established cooperation between all the stakeholders in the destination. Generally, they can be divided into the public sector, private sector, civil sector, local population and tourists. Each of them has its role in developing the destination and developing tourist products. The private sector implies hotels, travel agencies, restaurants and other service providers in the destination. On the other hand, the government plays a key role in developing tourism industry. The public sector's role focuses on tourism planning, promotion of tourism products, investment, infrastructure etc. Tourism development has an impact on the local community, including its socio-cultural, environmental and economic aspects. That is why it is important to ensure support from the local community. The local population is not directly involved in product creation, but their acceptance of the development vision is extremely important and their learning of possibilities to be included is of utmost importance. We must emphasize that the involvement of the local community is also achieved by the work of NGOs, but also by representatives of local authorities who are directly elected by the community.

The objectives of this document are:

- Identifying potential stakeholders with a role in the protection and/or development of sustainable tourism in the area of Central Europe
- Determining the importance of stakeholders in terms of environmental, social and economic sustainability
- Determining possible limitations in co-operation
- Evaluating the role of stakeholders, as the scope of their activity



- Linking partners to stakeholders through networking and knowledge sharing activities (Strategic Agenda)

2.3. Methodology

Stakeholder mapping is a dynamic process usually defined in literature using the following steps:

1. Defining stakeholders
2. Analysing stakeholders by impact and influence
3. Planning activities of productive communication with stakeholders
4. Engaging with your stakeholders

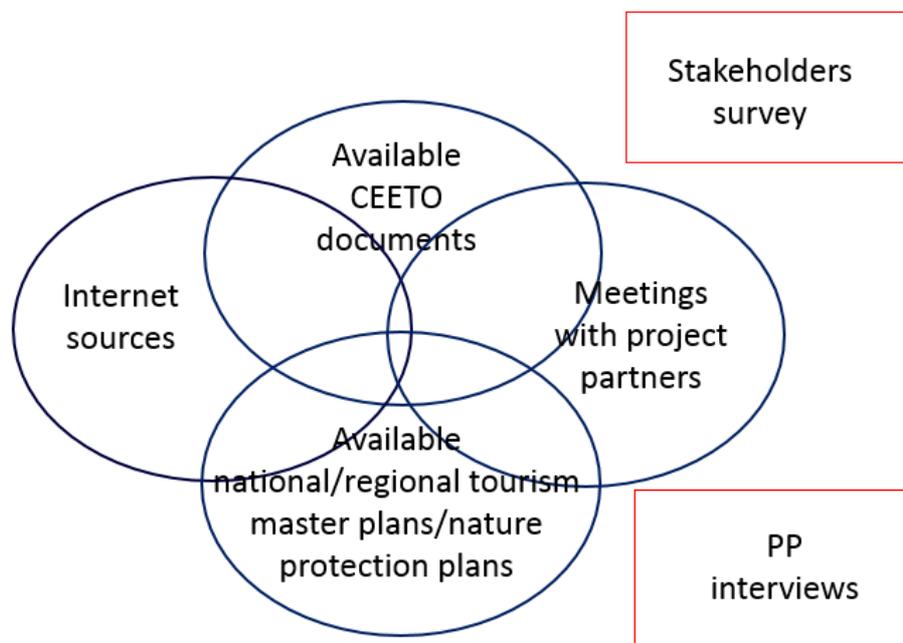


Figure 1. - Basic mapping elements (Source: authors).

For the needs of this document and to cover as many stakeholders as relevant for the project, the previously mentioned 4 steps are divided into the following steps and methods used:

- 1) Initiation of the project: a workshop with the Client to present the approach in project development and deadlines for completion of specific activities planned
- 2) Meetings (virtual) with CEETO project partners to define the existing network of stakeholders, their current degree of involvement and the need to expand the network of stakeholders
- 3) Desk exploration of an extended network of stakeholders for the CEETO project area based on an analysis of available documents, internet sources, and information obtained at meetings with CEETO project partners:
 - Individual interviews with CEETO project partners
 - CEETO documents:
 - CEETO Communication Strategy



- Establishment of a participatory planning system
 - Consulting body - stakeholder forum
 - Structured interview input WP T1
 - Integration of:
 - CEETO contacts database
 - Associates contacts lists
 - Consulting body - stakeholder forum
- 4) Establishing mailing lists and a database of potential stakeholders by countries (Excel file)
- 5) Survey of stakeholders from the established database with the aim of expressing stakeholder interest in networking, determining potential and stakeholder significance. The survey is conducted online via a web form. Its dissemination is done by each partner. The survey form is available in English, German, Italian, Croatian, Slovenian and Hungarian and consists of 26 questions divided into 5 units (Annex 1).
- 6) Synthesis of the obtained data and graphical presentation of the stakeholder and partner network
- 7) Determining the Strategic Agenda in terms of defining networking and knowledge transfer activities, identifying the following: activity name, responsible partner, time period of activity and description of activity
- 8) Upon completion of the project, the final presentation to the Client.

For the interdisciplinary task of mapping various stakeholders from tourism, nature protection, media, academia and other sectors, primarily focusing on protected areas, tools developed for nature protected areas management mapping were partly used. The basic tool for measuring the effectiveness of protected areas was established by the World Commission on Protected Areas (WCPA) in 2007 as a result of the growing concern that protected areas do not achieve the goals for which they have been established. The WCPA methodology is based on the idea of how quality management of protected areas follows a 6-step process, as it follows:

- understanding the context of existing values,
- understanding the context of existing threats,
- progress in planning,
- resource allocation,
- products and services development,
- impacts and consequences (WWF, 2007).

The basic and most useful tool was a methodology known as "MEET - Management Effectiveness Measurement Tool". The aforementioned methodology is now accepted worldwide and is often used for the purpose of determining impact, reporting on progress in its management and detecting stakeholder relevance. Lack of methodology presents certain problems such as generality and non-differentiation to different types of protected areas, but also problems related to the recognition of specific stakeholders, problematic issues and the success of specific management actions.

2.4. Limitations/obstacles in the mapping process

In any research involving a large number of not only partners, but also stakeholders, it is possible to foresee some of the major process constraints:



- Availability of needed up-to-date information, especially for specific activities of organizations
- Communication, especially in preliminary survey
- Unified list of stakeholders, applied to different types of stakeholders, various blanks can occur
- Region specific, internationally harmonized approach, dependent on a region's development level, specific roles, etc.
- Inauguration of some baseline values/indexes in order to enable benchmarking and/or recognition of 'stronger' stakeholders
- Subjectivity of stakeholders

The problem with this kind of mapping is the lack of transparency of data and the possibility of subjective assessment, given the fact that the questionnaire on the importance of stakeholders is completed by the same persons who are managing the process. Due to the above-mentioned problems with objectivity of the stakeholder relevance assessment, the evaluation of importance was the topic of interviews with CEETO partners, who have been dealing with some of the potential stakeholders for years. This contributes to a more objective approach.



3. STAKEHOLDER MAPPING

Protected areas of nature are faced with an increasing interest in intensive tourism development. Therefore, the development of sustainable tourism in protected areas of nature implies the need to involve as many different stakeholders as possible for the conservation, sustainable use and management of protected areas of nature. Networking and exchange of examples of good practices is of utmost importance for the planning of sustainable tourism in such areas. Using planning and efficient networking of different stakeholders on different levels and exchange of good practices can contribute to the knowledge of better decision-making in everyday activities.

Cooperation of the stakeholders is key for the development of successful tourism products, regardless of its purpose to increase or decrease the number of visitors in some area. Numerous researches show that cooperation is most commonly realized in the field of marketing or promotional activities. For example, promotional materials, tourist fairs, organization of travel journeys, and so on. However, in other activities, such as development planning, monitoring sustainability indicators of a destination, education or knowledge sharing, cooperation is more difficult to achieve. There are various reasons for this. Sometimes they involve a lack of financial resources, sometimes lack of human resources and a lack of knowledge and skills. Very often the reason for the lack of cooperation is because of the lack of political will or the willingness to change and leave the habitual form of acting. However, it is extremely important to create cooperation between stakeholders. First of all, this is important because of the flow of information, exchange of experiences, especially in the case of examples of good practices. Sharing stakeholder experience can contribute to the quality of tourism product. Finally, cooperation is of importance to development planning because it is crucial for stakeholders to adopt a development vision and perform actions for its implementation.

Networking and exchange of good practices can facilitate dialogs by generating new knowledge and information. Networking and exchange of good practice examples can be observed as instruments for actions in protected areas but also as a means of resolving real and ecological issues and motivating stakeholders to take actions. Networking and exchange of good practices in protected areas of nature can create many valuable experiences on different levels of management from the concept to the implementation of sustainable tourism management programmes.

When creating stakeholder groups for sustainable tourism development, it is important to emphasize that according to UNWTO, the term “**stakeholders in tourism development**” includes the following actors:

- national governments;
- local governments with specific competence in tourism matters;
- tourism establishments and tourism enterprises, including their associations;
- institutions engaged in financing tourism projects;
- tourism employees, tourism professionals and tourism consultants;
- trade unions of tourism employees;
- tourism education and training centres;
- travellers, including business travellers, and visitors to tourism destinations, sites and attractions;
- local populations and host communities at tourism destinations through their representatives;



- other juridical and natural persons having stakes in tourism development including non-governmental organizations specializing in tourism and directly involved in tourism projects and the supply of tourism services.

The above mentioned is in this part of the project ensured through contacts with stakeholders and a survey of stakeholders, the role and opportunities of government bodies, management bodies, NGOs and educational institutions, tourism businesses and other types of organizations/institutions for the development of sustainable tourism in nature protected areas. Therefore, all stakeholders recognized are described using the following basic information¹:

1. Institution/Organization/company name in original language
2. Name in English
3. Stakeholders level (EU, National, Regional/Local)
4. Commercial/non-commercial stakeholder
5. Type of stakeholder (NGO, Media, Academia (Institutes, University, etc.), Management body/Protected area, DMO, Governmental Institution, Tourism business and other)
6. Short description
7. Telephone
8. E-mail Contact
9. Person (name, role)
10. Address (street and home number, City, Postal code, Region/Country)

¹ Contact information are available in additional excel table



3.1. Potential stakeholders by partner and level

3.1.1. Germany

3.1.1.1. Potential stakeholders for - PP06 - Authority for the Biosphere Reserve Southeast-Rügen

The island location of the Biosphere Reserve Southeast-Rügen has greatly affected the structure of the various potential stakeholders. Due to the island's position, there is a large share of local stakeholders (18), most of whom are stakeholders with a focus on commercial business in tourism. On the other hand, the specificity of the regional division of Germany into the federal states has also emphasized a larger number of governmental regional bodies and agencies, as well as DMOs recognized as regional stakeholders (10). Ultimately, the position in the Baltic Sea and the involvement in a large number of cross-border programs has crystallized a large number of stakeholders from countries not covered by this project but which could in the future be the beneficiaries of the CEETO project (13).

Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Kurverwaltung Mönchgut	Spa administratio n Mönchgut	Local	commercial	Tourism business	Tourism Resort Administration
Kurverwaltung Ostseebad Baabe	Spa administratio n Ostseebad Baabe	Local	commercial	Tourism business	Tourism Resort Administration
Kurverwaltung Ostseebad Binz	Spa administratio n Ostseebad Binz	Local	commercial	Tourism business	Tourism Resort Administration



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Kurverwaltung Ostseebad Göhren	Spa administratio n Ostseebad Göhren	Local	commercial	Tourism business	Tourism Resort Administration
Kurverwaltung Ostseebad Sellin	Spa administratio n Ostseebad Sellin	Local	commercial	Tourism business	Tourism Resort Administration
Kurverwaltung Putbus	Spa administratio n Putbus	Local	commercial	Tourism business	Tourism Resort Administration
Tourismuszentrale Rügen e.V.	Tourist Office Rügen e.V.	Local	commercial	DMO	Tourism Center for the Island of Rügen (similar to a DMO)
Tourismusverband Rügen e.V.	Tourist board Rügen e. V.	Local	non- commercial	other	Tourism Association for Rügen, working with/for local tourism businesses
Beirat der Biosphäre	Advisory Council of the Biosphere	Local	non- commercial	other	Advisory board of the Biosphere Reserve Southeast-Rügen
Weißer Flotte	White fleet	Local	commercial	Tourism business	Ferry and tourism boat tours operator
ars publica Marketing GmbH	ars publica Marketing GmbH	Local	commercial	Tourism business	Marketing organization on the island of Rügen and Partner of the Biosphere Reserve (Partner Programme)
DEHOGA Mecklenburg- Vorpommern e.V. Regionalverband Rügen	German Hotel and Restaurant Association	Local	non- commercial	Tourism business	German Hotel and Restaurant Association



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Discover Rügen GmbH & Co.KG	Discover Rügen GmbH & Co.KG	Local	commercial	Tourism business	Tour Operator with different offers regarding nature and wildlife on the Island of Rügen
im-jaich Marina Lauterbach und Wasserferienwelt Rügen	im-jaich Marina Lauterbach und Wasserferien welt Rügen	Local	commercial	Tourism business	Hotel and sports marina
Rügenprodukte e.V.	Rügen products e.V.	Local	commercial	NGO	Association of regional producers; trying to establish and strengthen the products from the region ("Rügen Brands"). Partner of the Biosphere Reserve (Partner Programme)
INSULA RUGIA e.V.	INSULA RUGIA e.V.	Local	non- commercial	NGO	Association that is promoting/working for the protection and sustainable development of the island of Rügen
Naturerbe Zentrum Rügen	Natural Heritage Center Rügen	Local	commercial	Tourism business	Nature/climate change educational and tourism centre; Partner of the Biosphere Reserve (Partner Programme)
Strandhotel Baabe	Beach Hotel Baabe	Local	commercial	Tourism business	Hotel
EUCC - Die Küsten Union Deutschland	EUCC - The Coastal Union Germany	Reional	non- commercial	NGO	Association for the Promotion of Sustainable Coastal and Marine Development and Integrated Coastal Zone Management (ICZM) in Germany.
Biosphärenreserva t Mecklenburgische s Elbetal	Biosphere Reserve Mecklenburgis ches Elbetal	Regional	non- commercial	PA- management body	Biosphere Reserve in Mecklenburg Vorpommern



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Biosphärenreservat Schaalsee	Biosphere Reserve Schaalsee	Regional	non- commercial	PA- management body	Biosphere Reserve in Mecklenburg Vorpommern
Ernst Moritz Arndt Universität Greifswald Institut für Geographie und Geologie Nachhaltigkeits- wissenschaft und Angewandte Geographie	Ernst Moritz Arndt University of Greifswald Institute of Geography and Geology	Regional	non- commercial	Academia	University of natural sciences. Has a long cooperation with the Biosphere Reserve on previous projects.
Klimaschutzmana- ger Landkreis Vorpommern- Rügen	Climate Protection Manager Landkreis Vorpommern- Rügen	Regional	non- commercial	Governmental Institution	https://www.lk-yr.de/Kreisportrait/Klimaschutz/index.php?ModID=9&object=tx%7C2151.3&FID=2151.5181.1&NavID=2152.183&La=1
Landurlaub MV - e.V.	Country holiday Mecklenburg- Vorpommern	Regional	non- commercial	NGO	Professional association for holidays and leisure in the countryside for the interests of rural tourism providers
Interreg REGE (Universität Greifswald)	Interreg REGE (University of Greifswald)	Regional	non- commercial	Academia	https://geo.uni-greifswald.de/pl/lehrstuehle/geographie/wirtschaftsgeographie-tourismus/forschung-projekte/interreg-projekt-rege/
Bundesministeriu- m für Naturschutz	Federal Ministry for Nature Conservation	national	non- commercial	Governmental Institution	The ministry has been working over 30 years now to protect the public from environmental toxins and radiation and to establish an intelligent and efficient use of raw materials, to advance climate action and to promote a use of natural resources that conserves biodiversity and secures habitats.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Deutscher Tourismusverband e. V. (DTV)	DTV - German Tourism Association	national	non- commercial	DMO	DTV is committed to boosting Germany's growth as a travel destination. It lobbies for the ongoing improvement of the political framework
BVGD	German National Tourist Guide Association	national	commercial	Tourism business	BVGD Tourist Guides in Mecklenburg-Vorpommern. The German National Tourist Guide Association (BVGD) is the umbrella organization of local and regional tourist guides' associations in Germany
Ministerium für Landwirtschaft und Umwelt Mecklenburg- Vorpommern	Ministry of Agriculture and the Environment	National	non- commercial	Governmental Institution	Future issues that are an essential feature of the overall strategy of the Mecklenburg-Vorpommern Ministry for Agriculture and Environment include the protection of the natural resources of water and soil against pollution, animal welfare, fishing industry with aquaculture as well as the economic development of rural areas.
City Karlskrona	City Karlskrona	EU	non- commercial	Governmental Institution	Project Manager DUNC - Development of UNESCO Natural and Cultural Assets Sweden - Germany - Poland - Lithuania www.dunc-heritage.eu
Interreg REGE (Zachodniopomorski Uniwersytet Technologiczny w Szczecinie)	Interreg REGE (West Pomeranian University of Technology in Szczecin)	EU	non- commercial	Academia	University, working on the Interreg REGE project, of which the Biosphere Reserve is associated partner.
Kristianstads Vattenrike	Kristianstads Vattenrike	EU	commercial	Tourism business	Educational and tourism centre
Nere Dalälven River Landscape	Lower Dalälven River Landscape	EU	non- commercial	PA- management body	Biosphere Reserve/Natural Protection Area



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Blekinge Archipelago	Blekinge archipelago	EU	non- commercial	PA- management body	Biosphere Reserve
Archipelago Sea	Archipelago Sea	EU	non- commercial	PA- management body	Biosphere Reserve
Moen	Moen	EU	non- commercial	PA- management body	Biosphere Reserve
West Estonian Archipelago	West Estonian Archipelago	EU	non- commercial	PA- management body	Biosphere Reserve
Slowinski National Park	Slowinski National Park	EU	non- commercial	PA- management body	Biosphere Reserve
Marint Kunskapscenter	Marine Knowledge Center	EU	commercial	Tourism business	Educational Center
Biosfärprograme t Sverige	The biosphere program Sweden	EU	non- commercial	PA- management body	Biosphere program
EU -ecolabel.de	EU - ecolabel.de	EU	non- commercial	other	EU Ecolabel is a label of environmental excellence that is awarded to products and services meeting high environmental standards throughout their life-cycle.



3.1.1.2. Potential stakeholders for - PP02 - EUROPARC Federation

Due to Europarc Federation mission to improve the management of protected areas in Europe through international cooperation, exchange of ideas and experience, and by influencing policy it is well expected that this project partner has the largest number of international/EU stakeholders. This fact will be particularly useful in expanding the network of protected areas that potentially use the ideas derived from the CEETO project, but also on the other hand in terms of transferring knowledge to the project itself. Among the stakeholders, a large share of public bodies established at the regional or national level with a focus on conservation and management of protected areas is highlighted, with commercial interest being negligible. Therefore, it is highly important to involve these stakeholders in sustainable tourism development in order to receive support from highly environmentally oriented organizations / institutions.

Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
MA 49 - Forstamt und Landwirtschaftsbetrie b der Stadt Wien	MA 49 Forestry and Urban Agriculture Department of Vienna	Local	Non-commercial	PA - management body	The Department of Forestry and Agriculture of the City of Vienna (MA 49) sustainably secures important livelihoods of the Viennese population. Looks after and manages forests, meadows, mountain areas, waters, fields and vineyards.
Nationalpark O.ö. Kalkalpen GmbH	Upper Austrian Kalkalpen National Park (ltd.)	Local	Non-commercial	PA - management body	The Kalkalpen National Park is an internationally recognized PA - management body according to IUCN category II and is represented as a European protection area in the Natura 2000 network. Covering an area of 209 km ² , the Kalkalpen National Park today protects Austria's largest contiguous forest area. 75% of the area is designated as a wilderness zone - this is unique in Austria.
Amt der Salzburger Landesregierung Referat 13/03 - Nationalparkverwaltu ng	Agency of the Salzburg Federal Government	Local	Non-commercial	Governmental organisation	Agency of the Salzburg Federal Government https://www.salzburg.gv.at/verwaltung_/Seiten/20507.aspx



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Gesellschaft zur Förderung des Nationalparks Harz e.V. (GFN)	Harz	Local	Non-commercial	NGO	With its location in the middle of Germany, this gives this PA - management body a unique opportunity for nature conservation- related public relations, environmental education and eco- sponsoring.
Naturparkverwaltung Drömling	Drömling Nature Park Authority	Local	Non-commercial	PA - management body	For more than 200 years, the unconditional utilization of nature was in the foreground.
Verein der Freunde des Nationalparks Berchtesgaden e.V.	Association of the friends of Berchtesgaden National Park (reg.)	Local	Non-commercial	NGO	High mountains, deep valleys and crystal clear mountain rivers characterize the PA - management body directly on the border with Austria. Let nature be nature - this is the motto in the only Alpine National Park in Germany.
University programme "Management of PA - managment bodys" Institut für Unterrichts- und Schulentwicklung Alpen-Adria- Universität Klagenfurt	University programme "Management of PA - managment bodys" Institute for Educational and School Development Alpen-Adria- Universität Klagenfurt	regional	Non-commercial	Academia	Institute for Educational and School Development focuses its activities on learners and teachers, learning arrangements, organizations and the education system. It works in the areas of research and development as well as teaching and consulting in the field of education and is involved in national and international projects.
Landesbetrieb für Küstenschutz, Nationalpark und Meeresschutz Schleswig-Holstein	Regional establishment for coastal, national park and sea conservation Schleswig- Holstein	regional	Non-commercial	PA - management body	The Landesbetrieb für Küstenschutz, Nationalpark und Meeresschutz Schleswig-Holstein (LKN.SH) works for our water country. Implements legal regulations and strive for the best solutions - for people and nature.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Hessisches Ministerium für Umwelt, Klimaschutz, Landwirtschaft und Verbraucherschutz	Hessian Ministry of the Environment, Climate Protection, Agriculture and Consumer Protection	regional	Non-commercial	Regional agency	As the State's highest-ranking administrative authority, the Ministry presents bills in State or Federal parliament and is responsible for the sustainable protection of mankind and their natural resources. This includes the protection of nature and the environment, of ground, water and air and climate, just as much as the monitoring of food safety, economic consumer protection and animal welfare.
Nationalparkverwal- tung Niedersächsisches Wattenmeer	Lower Saxonian Wadden Sea National Park Authority	regional	Non-commercial	PA - management body	A national park is a large PA - management body, which is designated and strictly protected on the basis of the nature protection right of the federation and the respective federal state. In Germany there are 18 national parks.
Staatsbetrieb Sachsenforst	Government Agency Sachsenforst	regional	Non-commercial	PA - management body	Sachsenforst is one of the largest employers in rural Saxony. At the operational level, there are 12 forest districts and 3 large PA - management body administrations. The head office of the state enterprise Sachsenforst with management, competence centre for forest and forestry, office for large PA - management bodies and the upper forestry and hunting authority is in the Pirnaer district Graupa
Nationalparkverwal- tung Hamburgisches Wattenmeer	Hamburg Wadden Sea National Park Authority	regional	Non-commercial	PA - management body	The National Park Hamburgisches Wattenmeer with its 13,750 hectares is the smallest of the three Wadden Sea National Parks. In this area, nature has priority over more than 90% of the area: here nature is allowed to be nature and thus the free play of the forces.
Naturpark Bayerischer Wald e.V.	Bavarian Forest Nature Park (reg.)	regional	Non-commercial	PA - management body	The wealth of diversity on offer has led to the area becoming one of the most popular holiday destinations in Germany. At the same time the increased pressure from tourism has led to worry over the long-term maintenance of the area's special charm.
Amt für das Biosphärenreservat Schaalsee	Schaalsee Biosphere Reserve Administration	regional	Non-commercial	PA - management body	Is the administration and, at the same time, responsible lower nature conservation authority for the UNESCO biosphere reserve Schaalsee as well as for the Mecklenburg part of the cross-border UNESCO biosphere reserve Flusslandschaft Elbe



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Landesamt für Umwelt Brandenburg	State Office of Environment	regional	Non- commercial	Regional agency	State Office of Environment https://lfu.brandenburg.de/sixcms/detail.php/bb1.c.285413.de
Staatsbetrieb Sachsenforst Biosphärenreservat "Oberlausitzer Heide- und Teichlandschaft"	Government Agency Sachsenforst Biosphere Reserve Oberlausitzer Heide and Teichlandschaft	regional	Non-commercial	PA - management body	In addition to forests, agricultural land, water and ponds as well as settlement and traffic areas characterize the varied landscape. This unusual variety of different landscape elements allows a variety of plant and animal communities to live in a relatively limited area.
Naturpark TERRA.vita	Nature Park TERRA.vita	regional	Non-commercial	PA - management body	A global geological part, like TERRA.vita, is a region within reasonable boundaries that has a significant geological heritage, has a functioning management, and contributes to regional development, environmental education, and the creation of a natural recreational infrastructure. The status and development of these parks are reviewed every four years, because the label Global Geopark is above all a sign of quality!
Karl-Oskar Koenigs- Stiftung Nationalparke	Karl-Oskar Koenigs Foundation for National Parks	regional	Non-commercial	NGO	The main purpose of the Karl-Oskar Koenigs-Stiftung Nationalpark is to promote and improve the protection of large-scale natural landscapes in national parks or similar PA - management bodies. In this context, the Foundation wishes to strengthen public awareness of the value of the natural heritage protected, above all, in national parks.
Biosphärenreservatsve rwaltung Mittelbe	Mittelbe Biosphere Reserve Administration	regional	Non-commercial	PA - management body	Biosphere Reserves are large-scale model regions for complexly-structured culture landscapes, which are used sustainably by humans. They include core zones, various types of PA - management bodies, and land which is used in accordance with ecological concepts. The use of the land within the limits set by the environment, is an important component. Organic farming and eco-tourism are particularly well-suited to this model.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Regierung von Unterfranken, Bayer. Verwaltungsstelle, Biosphärenreservat Rhön	Regierung von Unterfranken, Bavarian Administration Unit, Biosphere Reserve Rhön	regional	Non-commercial	Regional agency	With the decision of the International Coordinating Council for the MAB Program at UNESCO of 12.06.2014, the extension of the UNESCO Biosphere Reserve Rhön in the Bavarian part was recognized. The total area of the UNESCO Biosphere Reserve Rhön thus increases to 243,323 ha, in Bavaria to 129,585 ha.
Landesamt für Umwelt, Naturschutz und Geologie Mecklenburg- Vorpommern	Mecklenburg- Vorpommern Agency for the Environment, Nature Conservation and Geology	regional	Non-commercial	Regional agency	The State Office for the Environment, Nature Conservation and Geology (LUNG) is an upper regional authority. It is under the supervision of the Ministry of Agriculture and the Environment. In addition to the Ministry of Agriculture and Environment, the specialist view also includes the Ministry of Interior and Europe as well as the Ministry of Economy, Labor and Health.
Biosphärenreservatsve rwaltung Niedersächsische Elbtalaue	Niedersächsisch e Elbtalaue Biosphere Reserve Administration	regional	Non-commercial	PA - management body	The tasks to be performed by the biosphere reserve administration are derived mainly from the state law which brought about its inception as well as state and national nature conservation legislation. In the category 'C' zones of the reserve, the biosphere administration also fulfils the function of the local nature conservation authority.
Sächsische Landesstiftung Natur und Umwelt	Foundation for Nature and Environment of the Free State of Saxony	regional	Non-commercial	NGO	The Saxon State Foundation for Nature and the Environment (LaNU) is a foundation under public law. Its seat is Dresden. Founder is the Free State of Saxony. The Foundation supports the efforts and measures for the protection, conservation and care of nature and landscape as the natural basis of all life and the general understanding of the interests of nature and environmental protection in science, education and public in the Free State of Saxony.
Biosphärenreservat Karstlandschaft Südharz	Biosphere Reserve Karstlandschaft Südharz	regional	Non- commercial	PA - management body	Biosphere Reserve Karstlandschaft Südharz is situated in the German state of Saxony-Anhalt. It was founded on 23 March 2009 and is thus the 16th biosphere reserve in Germany. Its recognition by UNESCO is pending.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Naturpark Erzgebirge/Vogtland	Erzgebirge/Vogtland Nature Park	regional	Non-commercial	PA - management body	In the southwest of Saxony, along the Saxon-Bohemian border between Bad Elster (Vogtland) and Holzgau (Eastern Ore Mountains) extends with about 120 km O-W-extent one of the most charming low mountain areas in Germany.
Amt für das Biosphärenreservat Südost-Rügen	Southeastern Rügen Biosphere Reserve Administration	regional	Non-commercial	PA - management body	Further responsibilities developed after the region was recognised as a biosphere reserve by the UNESCO in 1991. Today, the main responsibilities of the Office of the Southeast Rügen Biosphere Reserve are safeguarding the interests of the biosphere reserve, environmental education, research, and promoting sustainable regional development.
Heinz Sielmann Stiftung	Heinz Sielmann Foundation	regional	Non-commercial	Other associations	The conservation of biodiversity, the sensitization of the public for nature conservation and the conservation of the cinematic heritage of nature film pioneer Heinz Sielmann
Biosphärenreservat Schwäbische Alb	Biosphere Reserve Swabian Alb	regional	Non-commercial	PA - management body	The biosphere reserve Swabian Alb received UNESCO recognition on 26.05.2009. It is a recognition of the efforts in the region to pursue sustainable development and to preserve the native cultural landscapes. Each type of cultural landscape is recognized only once in Germany, our region can come up here with their Hangbuchenwäldern and the typical - often maintained by sheep - Kalkmagerrasen.
Biosphärenzweckverb and Bliesgau	Biosphere Reserve "Biosphäre Bliesgau"	regional	Non-commercial	PA - management body	The Bliesgau Biosphere Reserve lies in the south eastern corner of the Saarland, on the border with France and Rheinland-Palatinate. The gentle rolling landscape is shaped by expansive fruit tree orchards, precious beech forests, dry grasslands rich in species and an impressive meadow landscape through which the river Blies, which gives the area its name, flows
Vereinigung Deutsch- Luxemburgischer Naturpark e.V.	German- Luxemburg Nature Park (reg.)	regional	Non-commercial	PA - management body	Does a valuable and diverse job and is a key actor in the region. Initiates and promotes regional and cross-border projects in rural areas.



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Regionalverband Harz e.V.	Regional Agency Harz e.V.	regional	Non-commercial	Regional Agency	The regional association Harz e. V., based in Quedlinburg, is an association of the rural districts of Harz, Mansfeld-Südharz, Goslar, Göttingen and Nordhausen. The nonprofit association has over 100 sponsoring members. These include cities and municipalities, companies or entrepreneurs and other associations and associations. Statutory purpose is the promotion of environmental, landscape and monument protection as well as art and culture.
Arbeitsgemeinschaft der Naturparke in Baden-Württemberg	Working Committee of the 7 Nature Parks in Baden-Württemberg	regional	Non-commercial	Association of Nature parks	These landscapes are unique, they show us their past and present face with their traditions, cultural treasures and their typical traits. The nature parks preserve these landscapes and develop them carefully.
Astronomie-Werkstatt "Sterne ohne Grenzen"	Astronomy-Workshop "Stars without Borders"	regional	Non-commercial	Other associations	The astronomy workshop "Sterne ohne Grenzen" offers in Vogelsang IP, in the middle of the Sternenpark Nationalpark Eifel, offers around the nature experience of starry skies in German and English language. The offers include u.a. Multimedia presentations, exhibitions and workshops. With telescopes and field guns exciting sky observations are carried out during the day and in the dark.
Internationaler Naturpark Bourtangere Moor-Bargerveen	Nature Park Bourtangere Moor-Bargerveen	regional	Non-commercial	PA - management body	The Nature Park Moor - Veenland has set itself the goal of preserving and maintaining the nature and landscape and its typical features in the nature park area as well as supporting, promoting and coordinating the German-Dutch cooperation of the nature park members. The development and use of natural recreational opportunities as well as education and public relations work for the thematic areas of nature, landscape and cultural history are tasks of the nature park.
Naturpark Südschwarzwald	Nature Park Südschwarzwald	regional	Non-commercial	Governmental organisation	The Southern Black Forest Nature Park has set itself the task of preserving and developing this unique landscape of the Black Forest.



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Nationalpark Hohe Tauern / Kärnten	Hohe Tauern National Park Carinthia	National	Non-commercial	PA - management body	The Hohe Tauern National Park stretches across the three provinces of Carinthia, Salzburg and Tyrol and is home to a wealth of remarkable animals and plants on its more than 1,800 km ² , making it the largest PA - management body in Central Europe.
Nationalpark Hohe Tauern Salzburg	Hohe Tauern National Park Salzburg	National	Non-commercial	PA - management body	Nowhere in Austria are the peaks so high and nature as untouched as in the Hohe Tauern National Park. Along the main ridge of the Alps and with Austria's highest mountains in the centre, you can venture into one of the most beautiful mountain landscapes in the Alps.
Nationalpark Donau- Auen GmbH	Donau-Auen National Park (ltd.)	National	Non-commercial	PA - management body	Lies between the European capitals Vienna and Bratislava and preserves on more than 9,600 hectares the last large flood plain landscape of Central Europe. The free-flowing Danube is the lifeline of the national park on a stretch of approx. 36 km. Their dynamic interplay with level fluctuations of up to 7 meters constantly redesigns the floodplain landscape. Thus, the Danube River creates habitats for a variety of animals and plants. With the founding of the Donau Auen National Park in 1996, this area has been sustainably placed under international protection.
Österreichische Bundesforste AG - Unternehmensleitung	Austrian Federal Forest Association (plc.)	National	Non-commercial	Governmental organisation	The wood and forestry industry (about 850,000 ha total area, including about 510,000 ha of forest area, 12 forest enterprises, 2 national parks, 1 forestry operation, about 121 forestry areas, about 425 fisheries, about 1.280 hunting areas, etc.).
Bundesministerium für Land- und Forstwirtschaft, Umwelt und Wasserwirtschaft	Federal Ministry of Agriculture, Forestry, Environ ment and Water Management	National	Non-commercial	Governmental organisation	Federal Ministry of Agriculture, Forestry, Environment and Water Management https://www.e-connected.at/e-connectors/bundesministerium-f%C3%BCr-land-und-forstwirtschaft-umwelt-und-wasserwirtschaft-bmlfuw



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Verband der Naturparke Österreichs (VNÖ)	Association of Austrian Nature Parks (VNÖ)	National	Non-commercial	NGO	Particularly beautiful natural and cultural landscapes such as wet meadows and bogs have been awarded the title "Nature Park" for over 50 years. The Association of Nature Parks in Austria is the umbrella organization of all Austrian nature parks. His tasks include above all the further development of the nature park idea, which rests on the four pillars of protection, recreation, education and regional development.
Nationalpark Neusiedler See - Seewinkel	Neusiedler See - Seewinkel National Park	National	Non-commercial	PA - management body	Austria's only steppe national park! Extensive meadows and pastures, salt lakes, reeds and a rich abundance of animal and plant species, including around 350 species of birds
Umweltdachverband	Environmental Umbrella Organisation	National	Non-commercial	NGO	Through project, lobbying and public relations, the provision of environmental education, legal assessments and participation in various national and international advisory councils and commissions, the Environmental Protection Association represents the environmental interests of its 37 member organizations and acts as a central information and networking platform in the field of environmental policy, environmental law and environmental education.
Nationalpark Thayatal	Thayatal National Park	National	Non-commercial	PA - management body	The Thayatal is an impressive valley with steep cliffs and gentle meadows, natural forests and a fascinating fauna. In places where economic interference has left its marks, where conifers were planted in inappropriate locations, the national park staff is trying to foster the growth of indigenous trees.
Nationalpark Gesäuse GmbH	Gesäuse National Park (ltd.)	National	Non-commercial	PA - management body	Ever since Alpine sport began, the name Gesäuse has been synonymous with unique outdoor experiences for hikers, climbers, water sports enthusiasts and ski tourers. Over millions of years the waters of the Enns have deeply eroded this mountain range.



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Naturschutzbund Österreich - Bundesverband	Nature Conservation Union, Austria	National	Non-commercial	NGO	Nature Conservation Union, Austria https://naturschutzbund.at/naturschutzbund-oesterreich.html
Krkonoše National Park Administration	Krkonoše National Park Administration	National	Non-commercial	PA - management body	KRNAP - KPN these are the official abbreviations of both national parks that together cover an area of about 425 km ² (KRNAP 370 and KPN 55). In 1986 the buffer zone of an additional 184 km ² of area around the Park of the Krkonoše Mts. was declared. The Administrations of both national parks with their seats in Vrchlabí and Jelenia Góra-Sobieszów were authorized to take over the responsibility for the fate of the wildlife and landscape in the Krkonoše Mts.
Umweltstiftung WWF- Deutschland	WWF Germany	National	Non-commercial	NGO	The World Wide Fund for Nature (WWF) is one of the largest and most experienced conservation organizations in the world and active in more than 100 countries. Around five million supporters worldwide support him. WWF's global network has 90 offices in more than 40 countries. Around the globe, employees are currently carrying out 1300 biodiversity conservation projects.
Nationalparkamt Müritz	Müritz National Park Authority	National	Non-commercial	PA - management body	The Müritz National Park serves to protect the typical Mecklenburg forest and lake landscape in the North German lowlands east of the Müritz. The numerous lakes and bogs make the Müritz National Park unique among the 16 German national parks. It is also the largest forest national park in Germany.
Nationalpark Harz	Harz National Park	National	Non-commercial	PA - management body	Extensive wilderness forests, bizarre rocks, millennia-old bogs, pristine streams and majestic chunks. In this legendary mountain wilderness not only lynx and wildcat feel at home, but numerous large and small natural wonders are waiting along the way for attentive explorers.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Nationalparkamt Vorpommern	Vorpommern National Park Authority	National	Non-commercial	PA - management body	The Vorpommersche Boddenlandschaft National Park includes Baltic Sea and Bodden waters as well as land areas of Western Pomerania in the area of the Darß-Zingst peninsula and the waters to the west of the island of Rügen. It is located in a scenically diverse structured area, which is also one of the most important tourist areas in the state of Mecklenburg-Vorpommern.
Bund für Umwelt und Naturschutz Deutschland e.V. (BUND)	The German Association for Environment and Nature Protection (reg.)	National	Non-commercial	NGO	The BUND works on all levels and is supported by around 600,000 people. Nationwide, there are more than 2,000 voluntary BUND groups that directly tackle the issues that are important in their region. Care of nature conservation areas, mobilization against factory farming or campaigning with campaigns are just one part of this. He is committed to organic agriculture and healthy food, to climate protection and the expansion of renewable energies, to the protection of endangered species, the forest and water. One of the big environmental organizations in Germany.
Naturschutzbund Deutschland (NABU) e.V.	German Association for Nature Protection (NABU) (reg.)	National	Non-commercial	NGO	Together for man and nature - with this motto inspire many people since 1899. Commit themselves every day for biodiversity and the protection of intact habitats, for good air, clean water, healthy soil and the careful use of finite resources.
Thüringer Ministerium für Umwelt, Energie und Naturschutz	Thuringian Ministry of Environment, Energy and Conservation	National	Non-commercial	Regional agency	Thuringian Ministry of Environment, Energy and Conservation https://www.thueringen.de/th8/tmuen/#
Alfred Toepfer Akademie für Naturschutz (NNA)	Alfred Toepfer Academy for Nature Protection (NNA)	National	Non-commercial	Institute	The Alfred Toepfer Academy for Nature Conservation exists since 1 April 1981. It is an institution of the state of Lower Saxony and is part of the business area of the Ministry of the Environment. With its headquarters on the old Heidebauernhof Möhr near Schneverdingen, the academy is a bit off the government in Hanover.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Nationalparkforstamt Eifel	Eifel National Park Forestry Office	National	Non-commercial	PA - management body	The Eifel National Park, which was founded in 2004 and spans some 110 square kilometres, is still classed as a “National Park in development”. Conservation areas within this category have thirty years to allow at least three quarters of the area to return to nature - it is only then that they fulfil the international National Park criteria.
Verband Deutscher Naturparke e. V.	Association of German Nature Parks (reg.)	National	Non-commercial	Governmental organisation	The Association of German Nature Parks (VDN) is the umbrella organization of nature parks in Germany. In all activities of the VDN, the motto is: "Nature and landscape can only be protected and preserved together with humans!" The VDN supports its members in building nature parks and developing them into exemplary landscapes. Also promotes the exchange of experience and cooperation between the nature parks in Germany and Europe.
Nationalparkverwaltu ng Bayerischer Wald	Bavarian Forest National Park	National	Non-commercial	PA - management body	The Bavarian Forest National Park has the task of protecting a predominantly forested low mountain range landscape characteristic of Central Europe with its natural and near-natural ecosystems as a national natural heritage for current and future generations. The work of the natural environmental forces and the undisturbed dynamics of the community should be ensured. In addition to nature conservation as the overriding goal, the large nature reserve is also intended to serve natural history education, scientific knowledge, nature experience and structural support for the region.
Nationalpark Schwarzwald	Black Forest National Park	National	Non-commercial	PA - management body	The tasks and goals of a national park are exciting and varied. The primary objective of the Black Forest National Park is to keep its motto "nature let nature be," but the park should also be available to people as a place to spend some time and relax, so that they can, for example, recover from the hustle and bustle of everyday life.



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Tiroler Nationalparkfonds Hohe Tauern	Hohe Tauern National Park Tyrol	National	Non-commercial	PA - management body	The Hohe Tauern National Park is the largest national park in the entire Alpine region and one of the largest PA - management bodies in Central Europe.
Nationalparkamt Hunsrück-Hochwald	National Park Hunsrück- Hochwald	National	Non-commercial	PA - management body	The Hunsrück-Hochwald National Park is hidden, in a rural region, each about an hour's drive from Trier, Saarbrücken and Mainz. It covers an area of 10,000 ha above the high altitudes of the Hunsrück. Hikers will find here a refuge of recreation and conservationists an important large nature reserve, where nature may be nature again. The Federal Agency for Nature Conservation already ranks Hunsrück as a "hotspot region for biodiversity". Quaint forests and a rich variety of flora and fauna characterize the picture.
Narodni park (a Chránená krajinná oblast) Šumava	Šumava National Park	EU	Non-commercial	PA - management body	The Šumava National Park ensures the protection of natural processes in accordance with the worldwide mission of national parks, while providing ample space for active protection of species and genetic diversity. Together with the NP Bavarian Forest, one of the largest forest complexes in Central Europe is located here. These forest ecosystems, which have been preserved here, must be seen as a unique natural resource and adapted accordingly.
Sprava Narodního parku Podyjí	Podyjí National Park	EU	Non-commercial	PA - management body	The smallest National Park of the Czech Republic. The canyon of the Dyje River between Vranov nad Dyjí and Znojmo, with deeply cut meanders, rocky walls and stone seas, represents one of the last preserved river valleys in Central Europe.
Agentura ochrany přírody a krajiny ČR	Nature Conservation Agency of the Czech Republic (NCA CR)	EU	Non-commercial	National agency	The Nature Conservation and Landscape Protection Agency of the Czech Republic provides professional and practical care for our nature, especially for protected landscape areas, small-scale specially PA - management bodies, European important sites and bird areas. Its task is to protect strongly and critically endangered species of animals and plants.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Správa Národního parku České Svycarsko	Bohemian Switzerland National Park	EU	Non-commercial	PA - management body	The mission of the National Park is to preserve the local territory in its full beauty and to enable natural processes to prevail in this area. Human interventions are only limited to activities which help restore the natural balance to the greatest extent.
Ministerstvo životního prostředí České republiky	Ministry of Environment of the Czech Republic	EU	Non-commercial	National government	The Ministry of the Environment was established as of 1 January 1990 , to function as the central state administrative authority and supreme inspection authority in environmental affairs.
Stiftung Europäisches Naturerbe - EURONATUR	EURONATUR - Foundation for European Natural Heritage	EU	Non-commercial	NGO	The foundation's nature and species conservation projects help preserve Europe's nature in its beauty and diversity. EuroNatur protects large-scale natural landscapes as well as ecologically valuable cultural landscapes throughout Europe. EuroNatur projects are designed for the long term and involve the needs of local people. Strive not only for the protection of wildlife and its habitats in Europe, but also for an ecologically sustainable development of the respective region - in harmony with nature.
Manfred-Hermesen-Stiftung	Manfred-Hermesen Foundation	EU	Non-commercial	Foundation	The Foundation pursues exclusively charitable purposes and is committed to environmental and nature conservation worldwide. The purpose of the Foundation is to promote the protection or restoration of valuable natural areas and to support environmental education and sustainable development. The Foundation's involvement currently applies to projects in Germany, Europe, Latin America and Asia.
Alfred Toepfer Stiftung F.V.S.	Alfred Toepfer Foundation F.V.S.	EU	Non-commercial	NGO	The Alfred Toepfer Trust F.V.S. is, as defined by its charter, a non-profit trust dedicated to supporting culture, research, educational projects, and nature conservation across Europe. It has a special interest in enabling pan-European understanding while preserving cultural diversity.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Bükk Nemzeti Park Igazgatóság	Bükk National Park	EU	Non-commercial	PA - management body	OTVH's decision on the establishment of the Bükk National Park, and on January 1, 1977 our country was established as the third national park of 38774.6 ha, but the first one that included mountainous area.
Kiskunsági National Park Directorate	Kiskunság National Park	EU	Non-commercial	PA - management body	The Kiskunság National Park Management Centre is in charge of an approximate 284,165 acres of PA. 123,550 acres of the total amount comprise the nine separated areas of Kiskunság National Park. Several landscape-protection areas, nature conservation areas and what is called 'ex lege' PA - management bodies bulk up to the remaining 160,615 acres of land.
Fertő-Hanság Nemzeti Park Igazgatóság	Fertő-Hanság National Park	EU	Non-commercial	PA - management body	In addition to the national park, it also carries out nature conservation work in the Pannonhalma Landscape Protection Area, where the Benedictine Abbey, which is also the world's most valuable cultural asset, rises.
Hortobágy National Park Directorate	Hortobágy National Park	EU	Non-commercial	PA - management body	Protects and improve the characteristic natural values of the Hortobágy and preserve its peculiar landscape, flora and fauna, safeguards undisturbed breeding and migration of the specific avifauna of the Hortobágy, preserves and interprets the traditional way of life of the plains in its authentic form.
Körös-Maros Nemzeti Park Igazgatóság	Körös-Maros National Park	EU	Non-commercial	PA - management body	Established on 16 January 1997 as the seventh national park of Hungary in order to preserve the nature and landscape of the Southern Tiszántúl.
Földművelésügyi Minisztérium Természetmegőrzési Főosztly	Ministry of Agriculture Nature Conservation Department	EU	Non-commercial	National agency	Ministry of Agriculture Nature Conservation Department https://www.kormany.hu/hu/foldmuvelesugyi-miniszterium



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Nationalpark Duna Drava	Duna Drava National Park	EU	Non-commercial	PA - management body	The Duna-Dráva National Park was established along the Danube and Dráva rivers, covering an area of some 50.000 hectares. Water played the main role in the formation of its natural landscape. The two rivers and their water resulted in the development of a great variety of habitats, where a colourful ecosystem can be found. Almost the whole of the national park is located in an area, which was formerly a flood plain.
Duna-Ipoly Nemzeti Park Igazgatóság	Duna -Ipoly National Park Directorate	EU	Non-commercial	Other associations	The Danube-Ipoly National Park's area covers the Pilis, Visegrád, and Börzsöny Hills, a part of the Ipoly Valley between Hont and Balassagyarmat, and some areas of Szentendre Island. The diversity of the area is unique in Hungary due to the fact that it is a meeting point of rivers, hills, and plain.
Őrségi Nemzeti Park Igazgatóság	Őrség National Park Directorate	EU	Non-commercial	National Park	The National Park of Őrség protects natural, ethnographic and cultural values of landscapes in the southwest corner of Vas County. It includes the Őrség , the Vendvidék , the valley of the River Rába and the area of Szentgyörgyvölgy.
Balaton-felvidéki Nemzeti Park Igazgatóság	Balaton-felvidéki National Park	EU	Non-commercial	National Park	Boasts special natural heritage; geological treasures ; rich biotic natural heritage
Tatrzański Park Narodowy	Tatra National Park	EU	Non-commercial	PA - management body	Protects and helps understand the nature and culture of the Tatra Mountains, enabling them to be experienced by present and future generations.
Karkonoski Park Narodowy	The Karkonosze National Park	EU	Non-commercial	PA - management body	The animal world of the Giant Mountains characterizes in a large species diversity. It is related to the presence of vertical vegetation zones of different climates and diverse mosaics of flora communities. In addition, terrain sculpture - especially above the upper forest border - distinguish the Giant Mountains in comparison with other mountain ranges of the Sudetes.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Biebrzanski Park Narodowy	Biebrza National Park	EU	Non-commercial	PA - management body	The Biebrza National Park (BBCN) was established on the basis of the Regulation of the Council of Ministers of September 9, 1993 as the 18th national park in Poland. Currently, among 23 Polish national parks, BbPN is the largest national park and one of the largest in Europe. The purpose of the Park is to protect the extensive bogs of the Biebrza Basin and a small fragment of Sokólskie Hills with a total area of 59.223 ha.
Park Narodowy Gór Stolowych	Stolowe Mountains National Park	EU	Non-commercial	PA - management body	The Stolowe Mountains National Park was created 1993. It is situated in the middle Sudeten, in Klodzko region on the Polish-Czech border.
Poleski Park Narodowy	Polesie National Park	EU	Non-commercial	PA - management body	Its purpose is to isolate the PA - managment body from the negative influence of human activity. The area of the zone has a natural value; some of it is part of the Poleski Landscape Park. The immediate plans of expansion of the Park are mostly concerned with these very fragments of the protection zone.
Wielkopolski Park Narodowy	Wielkopolski National Park	EU	Non-commercial	PA - management body	Wielkopolski National Park is a National Park within the Wielkopolska region of west-central Poland, approximately 15 km south of the regional capital, Poznań. Together with the protective zone around it, it includes part of the Poznań Lakeland and parts of Poznań's Warta Gorge .
Roztoczanski Park Narodowy	Roztocze National Park	EU	Non-commercial	PA - management body	Roztocze National Park is a national park in Lublin Voivodeship of southeastern Poland. It protects the most valuable natural areas of the middle part of the Roztocze range. Its current size is 84.83 km ² , of which forests occupy 81.02 km ² , and strictly protected areas 8.06 km ² .
Zwiazek Pracodawcow Parkow Narodowych	Polish National Parks Association	EU	Non-commercial	NGO	The union aims to protect the rights and represent the interests of the Union members associated with the trade unions of employees, state authorities and administration as well as local self-government bodies, bodies having public funds, and non-governmental organizations.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Województwo Warmińsko-Mazurskie	Warmińsko- Mazurskie Voivodeship	EU	Non-commercial	Public administratio n	Warmian-Masurian Voivodeship is a voivodeship (province) in northeastern Poland. Its capital and largest city is Olsztyn. The voivodeship has an area of 24,192 km ² and a population of 1,427,091 (as of 2006).
Statna ochrana prirody Slovenskej republiky (SNC SR)	State Nature Conservancy of the Slovak Republic (SNC SR)	EU	Non-commercial	Governmental institution	State Nature Conservation of the Slovak Republic is a special technical organization of the Ministry of the Environment of the Slovak Republic with a national competence, primarily focused on securing tasks in the field of nature and landscape protection, Nature and Landscape Protection, as amended, and on the protection of species of wild fauna and flora.



3.1.2. Austria

3.1.2.1. Potential stakeholders for - PP03 - Regionalverband Lungau (RVL)

Taking into account the role of Regionalverband Lungau in the development of regional development plans and spatial development concepts it is extremely important to emphasize the importance of linking stakeholders at regional level. That is why for RVL 29 potential regional stakeholders, 10 national, 4 local, 4 EU / international and 5 stakeholders with transitional characteristics were recognized.

Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Landwirtschaftskammer Salzburg	Chamber of Agriculture and Forestry, Salzburg	Local	non-commercial	Governmental institution	https://sbg.lko.at/
Bezirksbauernkammer Tamsweg	The regional office of the Chamber of Agriculture and Forestry	Local	non-commercial	Governmental institution	The regional office of the Chamber of Agriculture and Forestry
Ländliches Fortbildungsinstitut Salzburg	Rural training institute Salzburg	Local	non-commercial	Educational institution	The rural training institute is an Austrian wide organisation, with sub-offices in all federal states, that offers, in cooperation with the Chamber of Agriculture, different adult educational training programs for people in rural areas. The main topics are personality, creativity, health and nutrition and nature and garden. The programs are mainly for farmers, but also for interested people. https://sbg.lfi.at/
Biosphärenpark Großes Walsertal	UNESCO Biosphere Reserve Großes Walsertal	local	non-commercial	Management body	UNESCO Biosphere Reserve Großes Walsertal http://www.grosseswalsertal.at/



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Österreich Werbung	Austrian National Tourist Office	regional	commercial	Tourism organisation	As a national tourism organization, it is a central concern of Österreich Werbung to ensure the conservation and expansion of the competitiveness of Austria as a tourist destination, together with all Austrian tourism partners. In this way, ÖW makes an essential contribution to increasing added value for the Austrian tourism and leisure industry. https://www.austriatourism.com/
Ferienregion Lungau	Ferienregion Lungau	regional	commercial	Tourism organisation	Biggest tourism organisation of the region Lungau. Responsible for the tourist marketing of the region. https://www.lungau.at/
Tourismus Lungau	Tourismus Lungau	regional	non-commercial	Tourism organisation	Tourism board of for Lungau communities Tamsweg, St. Andrä, Lessach and Ramingstein https://www.tourismuslungau.at/
Tourismusverband St. Michael	St. Michael Tourist Office	regional	non-commercial	Tourism organisation	Tourism board of the Lungau community St. Michael http://www.sanktmichael.at/
Tourismusverband Mauterndorf	Mauterndorf Tourist Office	regional	non-commercial	Tourism organisation	Tourism board of the Lungau community Mauterndorf. https://www.mauterndorf.at/en/holiday.html
Tourismusverband Mariapfarr	Mariapfarr Tourist Office	regional	non-commercial	Tourism organisation	Tourism board of the Lungau community Mariapfarr https://www.mariapfarr.at/
Bauernbund Salzburg	Salzburg Farmers' Association	regional	non-commercial	NGO	Focuses on enhancing the wellbeing of rural population and agriculture https://www.sbg-bauernbund.at/
Respektiere deine Grenzen	Respect your Limits	regional	non-commercial	NGO in nature protection	Respect your Limits is an initiative of councillor Hisef Schwaiger and a broad sponsorship from tourism, nature conservation, hunting community and sports. https://www.respektieredeinegrenzen.at/
Heilkraft der Alpen	Healing power of the Alps	regional	non-commercial	Non-profit association in the area of nature and health	The healing power of the Alps - Health forum alpine living space. As a knowledge platform, the FORUM VIA SANITAS has set itself, together with HEALING POWER OF THE ALPS, the task to focus on the health resources of the nature of our habitat. https://www.heilkraftderalpen.org/



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
E.C.O. - Institut für Ökologie ECO	E.C.O. - Institute for Ecology	regional	commercial	Research and education	E.C.O. is a non-university research and education institution for "Nature Conservation in the 21st Century". Focus is on protected areas and predicate regions. With projects they operate worldwide. https://e-c-o.at/home.html
Mountain and Nature Guard Salzburger Lungau	Mountain and Nature Guard Salzburger Lungau	regional	non- commercial	NGO in nature conservation	The main area of work is the monitoring of compliance with national legislation for the protection of nature and the environment as well as the support of the nature conservation authorities, for example by setting up and maintaining protected area identification plates. Periodic inspections of the natural monuments and patrols in protected areas are part of the everyday life of the mountain and nature watch.
Schutzgebiets betreuung Lungau	Protected area management Lungau	regional	non- commercial	Governmental institution, nature protection	It operates on behalf of the Office of the Salzburg Provincial Government, Department 5 - Nature and Environmental Protection, Commerce http://www.wildundkultiviert.at/
Katschbergba hnen GmbH	Katschbergbahn en GmbH	regional	commercial	Tourism organisation	Responsible for the mountain railways on the Katschberg www.katschbergbahnen.at
Fanningberg Bergbahnen	Fanningberg Mountain Railways	regional	commercial	Tourism organisation	Responsible for the mountain railways Fanningberg www.fanningbergbahnen.at
Bergbahnen Lungau (Großeck- Speiereck und Obertauern)	Mountain Railway Lungau (Großeck- Speiereck and Obertauern)	regional	commercial	Tourism organisation	Responsible for the mountain railways Großeck-Speiereck and Obertauern www.bergbahnen-lungau.at
Lungauer Bildungsverbu nd	Educational Society Lungau	regional	commercial	Educational institution	The Lungauer Bildungsverbund has become a center of adult education in Lungau. https://www.lungauerbildungsverbund.at/



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Wirtschaftskammer Tamsweg/WIFI Lungau	Economic Chamber Lungau/Institute for Economic Development	regional	commercial	Educational and counselling institution	WIFI https://lungau.wifisalzburg.at/artikel/2386-wifi-lungau and Economic Chamber https://www.wko.at/service/sbg/bezirksstellen/lungau.html
LEADER Biosphäre Lungau	LEADER Biosphere Lungau	regional	non-commercial	EU-initiative, governmental	Co-financed by the EU, the Federal Government and the federal states. Since 1991 innovative strategies have been supported which contribute to the strengthening of the rural environment, the promotion of the regional economy and the improvement of the quality of life in rural areas.
Regionalverband Lungau	Regional Association Lungau	regional	non-commercial	Governmental institution	Regional management and climate and energy model region. Deals with spatial planning, energy and mobility in the Biosphere Reserve Salzburger Lungau
Biosphärenpark Salzburger Lungau	Biosphere Reserve Management Body Lungau	regional	non-commercial	Governmental institution	Biosphere Reserve Manager deals with the topics nature, agriculture, economy, tourism, spatial planning, energy and mobility, social and customs, education and research.
Naturfreude Salzburg	Nature Lovers Salzburg	regional	non-commercial	NGO	"We live nature" - nature lovers enjoy nature in nice company of like-minded people and protect them too! The nature lovers are with their 153,000 members one of the most important and member-strongest alpine leisure and environmental organizations in Austria.
Bezirkshauptmannschaft Tamsweg	District Authority Tamsweg	regional	non-commercial	Governmental institution	The District Commission Tamsweg is the administrative and security authority of the first instance of the political district Lungau.
Österreichische Raumordnungskonferenz	Austrian Conference on Spatial Planning	regional	Non-commercial	Governmental institution	An organisation established by the federal government, the Länder and municipalities to coordinate spatial development at the national level.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
CIPRA Österreich	International Commission for the Protection of the Alps, CIPRA Austria	regional	Non - commercial	NGO	Alpine Convention office of CIPRA Austria in Innsbruck has been supporting the implementation of the Protocols of the Alpine Convention in Austria.
Nationalpark Hohe Tauern / Kärnten	Hohe Tauern National Park Carinthia	regional	Non- commercial	PA - management body	The Hohe Tauern National Park stretches across the three provinces of Carinthia, Salzburg and Tyrol and is home to a wealth of remarkable animals and plants on its more than 1,800 km ² , making it the largest protected area in Central Europe.
Nationalpark Hohe Tauern Salzburg	Hohe Tauern National Park Salzburg	regional	Non- commercial	PA - management body	Nowhere in Austria are the peaks so high and nature as untouched as in the Hohe Tauern National Park. Along the main ridge of the Alps and with Austria's highest mountains in the centre, you can venture into one of the most beautiful mountain landscapes in the Alps.
Stiftung Europäisches Naturerbe - EURONATUR	EURONATUR - Foundation for European Natural Heritage	regional	Non- commercial	NGO	The foundation's nature and species conservation projects help preserve Europe's nature in its beauty and diversity. EuroNatur protects large-scale natural landscapes as well as ecologically valuable cultural landscapes throughout Europe. EuroNatur projects are designed for the long term and involve the needs of local people. Strive not only for the protection of wildlife and its habitats in Europe, but also for an ecologically sustainable development of the respective region - in harmony with nature.
Salzburg 24	Salzburg 24	regional	commercial	Media	Daily newspapers.
Salzburger Fenster	Salzburger Fenster	regional	Commercial	Media	Free daily newspapers.
Naturschutz und Österreich	Austrian Nature Conservation Association	National	non- commercial	NGO	Austrian Nature Protection Organisation. Representation of Austrian nature and environmental interests. Many of natural assets have been preserved only through the persistent commitment and tireless work of the Nature Conservation Union. For over 100 years volunteers have been fighting for the conservation of Austria's natural jewels. They are supported by a professional federal office and offices in all federal states. https://naturschutzbund.at/startseite.html



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
UBA Umweltbunde samt	Environmental Agency Austria	National	non- commercial	Governmental institution	Largest organisation of environmental experts in Austria. The organisation plays an active role in environmental protection and monitoring in Austria and in Europe. The expert are continuing to develop strategies and solutions for decision-makers in politics, administration and the economy. http://www.umweltbundesamt.at/en/
MAB Nationalkom mittee	MAB National Committee	National	non- commercial	Management body	In Austria, the MAB program is supervised by the MAB National Committee at the Austrian Academy of Sciences. The MAB national committee coordinates and controls the MAB research in Austria. It advises and supports the managers of the biosphere reserves in scientific and technical matters and acts as the link to the MAB Secretariat in Paris. It is also responsible for submitting an area as a biosphere reserve to UNESCO and for complying with the UNESCO guidelines. https://www.unesco.at/
Österreichisc he Bundesforste AG	Austrian Federal Forestry AG	National	commercial	Private landowner	The Austrian Federal Forestry AG is responsible for a lage part of the Naturland Austria. With the management of 10% of the state surface, ÖBf AG is the largest natural space manager, the largest forest enterprise and the largest owner of hunting grounds and fishery waters.
Verband der Naturparke Österreichs	Association of Austrian Nature Parks	National	non- commercial	NGO with support of the government	Head of Austrian nature parks
Biosphärenre gion Berchtesgade nerland	UNESCO Biosphere Reserve Berchtesgadene rLand	national	non- commercial	Management body	UNESCO Bioshere Reserve BerchtesgadenerLand http://www.brbgl.de/
Biosphärenpa rk Nockberge	UNESCO Biosphere Reserve Salzburger Lungau and Carinthian Nock Mountains - Carinthian part	national	non- commercial	Management body	Carinthian part of the UNESCO Biosphere Reserve Salzburger Lungau and Carinthian Nock Mountains https://www.biosphaerenparknockberge.com/



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Nationalpark Hohe Tauern Salzburg	Nationalpark Management Hohe Tauern, Salzburg	national	non- commercial	Management body	National Park Hohe Tauern https://hohetauern.at/de/
Nationalpark Hohe Tauern Kärnten	Nationalpark Management Hohe Tauern, Carinthia	national	non- commercial	Management body	National Park Hohe Tauern https://hohetauern.at/de/
Naturpark Riedingtal	Nature Park Riedingtal	national	non- commercial	Management body	Nature Park http://www.naturpark-riedingtal.at
Lungauer Nachrichten/ Salzburger Verlagshaus	Lungauer Nachrichten	national	commercial	Media	The Lungauer Nachrichten are the regional weekly newspapers of the SVH in Lungau. https://www.svh.at/salzbürger-woche-lungauer-nachrichten/
FH Salzburg	Salzburg University of Applied Sciences	national	non- commercial	Educational institution	At Salzburg University of Applied Sciences students receive training in the disciplines of Engineering, Business and Social Sciences comprising Tourism, Business Management and Social Work, Design, Media & Arts and Health Studies. With its international outlook and focus on innovative research and teaching, the university is a pioneer of future-oriented degree programmes and practice-oriented solutions for business and society. https://www.fh-salzburg.ac.at/en/about-us/about-us/
KF- Universität Graz	University of Graz - Institute of Geography and Regional Science	national	non- commercial	Educational institution	University of Graz - Institute of Geography and Regional Science https://geographie.uni-graz.at/en/
Landwirtschaftliche Fachschule Tamsweg	Agricultural technical college Tamsweg	national	non- commercial	Educational institution	In the field of agriculture, students learn all the important skills required to run a farm and forestry business. Another focus is in commercial education, such as wood and metal engineering and tourism. The field of agriculture also offers a variety of additional training. https://www.lfs-tamsweg.at/



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Tourismusschule Salzburg GmbH	Tourism schools of Salzburg GmbH	national	non-commercial	Educational institution	https://ts-salzburg.at/
Bundesministerium Nachhaltigkeit und Tourismus	Federal Ministry for Sustainability and Tourism	national/international	non-commercial	Ministry	https://www.bmnt.gv.at/
Österreichischer Alpenverein	Austrian Alpine Association	national/international	non-commercial	Mountaineering association	The OeAV has over 330.000 members whose interests encompass all forms of mountaineering sport. Its services include waymarking and maintaining footpaths, building, maintaining and modernising mountain huts, producing maps, guidebooks and magazines, assisting with conservation schemes and scientific research, aiding the now independent rescue service with manpower and equipment, encouraging safety in the mountains, organising tours and courses through its mountaineering school and promoting expeditions.
Naturschutzreferat Land Salzburg	Nature Conservation Officer Land Salzburg	national/regional	non-commercial	Governmental institution	Nature Conservation Officer Land Salzburg https://www.land-oberoesterreich.gv.at/203197.htm
Land Salzburg - Referat Naturschutzgrundlagen und Sachverständigendienst	Department of Nature Conservation and Expertise	national/regional	non-commercial	Ministry	Department of Nature Conservation and Expertise https://www.salzburg.gv.at/verwaltung/_Seiten/20506.aspx
Salzburger Land Tourismus GmbH	Salzburger Land Tourism GmbH	national/regional	non-commercial	Tourism organisation	The national and international marketing of SalzburgerLand as an unmistakable year-round destination is the core task of SalzburgerLand Tourismus GmbH. With extensive marketing activities, it is possible to inspire more and more people to spend their holidays in SalzburgerLand. https://www.salzburgerland.com/en/



3.1.2.2. Potential stakeholders for - PP04 - Soelktaeler Nature Park (SNP)

A significant focus of strengthening the SNP cooperation with stakeholders is focused at the regional (11) and national (6) levels, whereby we can find that local stakeholders are already significantly integrated in the cooperation. There is an interesting amalgam of stakeholders ranging from stakeholders in tourism, environmental protection, agriculture, space planning and forest ecosystem management.

Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Österreichische Raumordnungskonferenz	Austrian Conference on Spatial Planning	national	Non - commercial	Governmental institution	An organisation established by the federal government, the Länder and municipalities to coordinate spatial development at the national level.
CIPRA Österreich	International Commission for the Protection of the Alps, CIPRA Austria	EU	Non - commercial	NGO	Alpine Convention office of CIPRA Austria in Innsbruck has been supporting the implementation of the Protocols of the Alpine Convention in Austria.
UBA (Umweltbundesamt)	Austrian environmental agency	national	Non - commercial	Governmental institution	An active role in environmental protection and monitoring in Austria and in Europe. Their experts are continuing to develop strategies and solutions for decision-makers in politics, administration and the economy.
Fachschule Grabnerhof	Regional school for forestry and agriculture Grabnerhof	regional	Non - commercial	Academia	Regional school for forestry and agriculture Grabnerhof http://www.fachschulen.steiermark.at/cms/ziel/105467289/DE/
Kleine Zeitung	Kleine Zeitung	national	Commercial	Media	Daily newspapers.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Netzwerk Naturschutz und ländliche Entwicklung (Amt der Steiermärkischen Landesregierung, Fachabteilung 13C, Fachstelle Naturschutz)	Network Nature Conservation and Rural Development (Department 13C, Department of Nature Conservation)	regional	Non - commercial	Governmental institution	Completion of nature protection regulations (Styrian law on nature protection, motor vehicle law, natural cave law, national park law, mountain law and nature protection law and law on protection of trees), technical issues of nature protection (expert service, financing, conservation of the nature of contracts, international nature conservation issues).
Landwirtschaftskammer Steiermark	National Chamber of Agriculture and Forestry in Styria	regional	Non - commercial	Governmental institution	National Chamber of Agriculture and Forestry in Styria https://stmk.lko.at/
Steirischer Bauernbund	Styrian Farmers Association	regional	Non - commercial	NGO	Focused on enhancing the wellbeing of rural population and agriculture
Marketing GmbH Schladming-Dachstein	Team of Schladming-Dachstein Tourism	regional	commercial	Tourism business	The biggest tourism organisation in the region
Naturparkakademie Steiermark	Nature Park Academy Styria	regional	Non - commercial	NGO with support of the government	Head of Styrian nature parks (7 parcs)
Verband der Naturparke Österreichs	Association of Nature Parks in Austria	national	Non - commercial	NGO with support of the government	Head of Austrian nature parcs



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
BMLFUW	Federal Ministry for Sustainability and Tourism	national	Non - commercial	Ministry	National controller of Interreg projects
Nationalpark Gesäuse	Nationalpark Gesäuse	regional	Non - commercial	Management body	The Gesäuse National Park is a national park in the Austrian state of Styria. Located in the mountainous Upper Styrian region, it covers large parts of the Gesäuse range within the Ennstal Alps and the steep water gap of the Enns river between Admont and Hieflau. The area also covers parts of the municipal areas of Johnsbach, Weng, Landl and Sankt Gallen.
Nationalpark Kalkalpen	Nationalpark Kalkalpen	regional	Non - commercial	Management body	Kalkalpen National Park is a national park within the Northern Limestone Alps mountain range, located in the state of Upper Austria, Austria. The park was established in 1997.
Nationalpark Hohe Tauern, Tirol	Nationalpark Hohe Tauern, Tirol	regional	Non - commercial	Management body	The High Tauern are a mountain range on the main chain of the Central Eastern Alps, comprising the highest peaks east of the Brenner Pass. The crest forms the southern border of the Austrian states of Salzburg, Carinthia and East Tyrol, with a small part in the southwest belongs to the Italian province of South Tyrol. The range includes Austria's highest mountain, the Grossglockner at 3,798 metres above the Adriatic.
Naturpark Dobratsch	Naturpark Dobratsch	regional	Non - commercial	Management body	Built in the idyllic lakes of Carinthia is the first natural park in Carinthia, the Dobratsch. The bulk on the southern slope of the mountain is the largest landslide area of the Eastern Alps and is referred to as a melting pot of nature.
Forstbetrieb Colloredo Mannsfeld , Forstamt Gstatt	Forest holding	regional	commercial	Private landowner	The company owns approx. one third of the nature park, interested in protection of the area and wildlife.



3.1.3. Croatia

3.1.3.1. Potential stakeholders for -PP09 - Public institution Nature Park Medvednica and PP11 - WWF ADRIA - Association for Nature Protection and Biodiversity Conservation

The public institution of the Nature Park of Medvednica is a regional actor in the establishment of nature protection. Due to the high urbanization of the area there is a large number of stakeholders in the field of management, tourism and commercial facilities. At the same time, due to the integration of WWF Adria's relationship, which operates at the local, regional, national and international level, a large number of stakeholders of both partner coincide. Therefore, they are presented in the integral review below. The largest number of stakeholders at the national level (33), there are 28 regional stakeholders and 8 local.

Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Općina Bistra	Bistra Municipality	Local	Non-commercial	Governmental Institution	Improves the quality of life in the local community, thus contributing to the development of the whole region, strives to ensure the best quality conditions for policy implementation: the development, management and protection of space, the management of communal property, meeting the needs of the population in pre-school education, promotion of entrepreneurship, promotion of culture, sport, tourism, protection of living standards and social welfare.
Hrvatske šume, podružnica Zagreb	Croatian forest - Zagreb forestry	Local	Non-commercial	Management	A public enterprise for the management of forests and forest land in the Republic of Croatia
Javna ustanova Maksimir za upravljanje zaštićenim područjima Grada Zagreba	Public Institution Maksimir for the Management of Protected Areas of City of Zagreb	Local	Non-commercial	PA - management body	Public Institution Maksimir aims to protect, maintain and promote the Park Maksimir and other protected areas in City of Zagreb area (beside of those managed by Public Institution „Nature Park Medvednica“).
Grad Zagreb, Gradski ured za gospodarstvo i poduzetništvo, Odjel za turizam	City of Zagreb, City Office for Economy, labour and	Local	Non-commercial	Governmental Institution	Aims to inform and provide support to citizens whose projects and programs with their realization contribute actively to the growth of positive tourism trends primarily by increasing the number of



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
	entrepreneurship, Tourism department				arrivals and nights and increasing the consumption of visitors and tourists in the city of Zagreb.
Ugostiteljski objekt Vidikovac-Sljeme	Hospitality facility Vidikovac - Sljeme	Local	Commercial	Tourism business	Hospitality facility situated at the top of mountain Medvednica, overlooking Hrvatsko zagorje.
Ugostiteljski objekt Stara Lugarnica	Hospitality facility Stara Lugarnica	Local	Commercial	Tourism business	Today a restaurant, „Stara Lugarnica“ is also a historical site of Croatian mountaineering, since it served as the first mountaineering house from 1877 to 1934..
Hotel Snježna kraljica	Hotel Snježna Kraljica	Local	Commercial	Tourism business	Touristic apartments The 4-star Snow Queen are located on the top of Sljeme, along the central hiking trail leading to the Chapel of the Mother of God of the Princely Crown of the Croats and the slalom ski slopes.
Hotel Tomislavov dom	Hotel Tomislavov dom	Local	Commercial	Tourism bussines	Hotel Tomislav's 3-star hotel is located in the heart of the Medvednica Nature Park on Sljeme, the highest part of Medvednica.
Turistička zajednica Grada Zagreba	Zagreb Tourist Board	Regional	Non-commercial	DMO	Creation and promotion of identity and reputation of Zagreb tourism, planning and implementation of a common strategy and concept of its promotion, propagation and performance of promotional activities at home and abroad.
Planinarski savez Zagreba	Zagreb mountain association	Regional	Non-commercial	NGO	www.planinar.hr
Park prirode Biokovo	Nature Park Biokovo	Regional	Non-commercial	PA - management body	Biokovo Nature Park is located in mountain of Biokovo. The Public Institution of Biokovo Nature Park was founded in 1988. in order to protect and maintain the park.
Park pirode Žumberak - Samoborsko gorje	Nature Park Žumberak - Samoborsko gorje	Regional	Non-commercial	PA - management body	The Žumberak and Samobor Mountains was declared Nature Park in 1999. It has a scientific, cultural, educational and recreational purpose. Žumberak Nature Park - Samobor Mountains covers about



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
					333 km ² . Its main objective is to protect and promote the natural and cultural beauties and values of that region.
Park prirode Papuk	Nature Park Papuk	Regional	Non-commercial	PA - management body	Papuk Nature Park is the largest part of the Papuk Mountains. It covers an area of 336 km ² (33,600 hectares) and is administrative in the two counties of Požega-Slavonia and Virovitica-Podravina.
Park prirode Kopački Rit	Nature Park Kopački rit	Regional	Non-commercial	PA - management body	Kopački rit Nature Park, also called the European Amazon, is situated in the central part of the Danube floodplain, between two important European rivers, the Drava and the Danube. It became a protected area in 1967 due to its values as a rare ecosystem, its rich biodiversity and important ecological values.
Park prirode Lonjsko Polje	Nature Park Lonjsko Polje	Regional	Non-commercial	PA - management body	Lonjsko polje is one of the largest and most preserved natural floodplain areas in Europe.
Park prirode Telašćica	Nature Park Telašćica	Regional	Non-commercial	PA - management body	Telašćica Bay is situated in the southeastern part of the island Dugi otok. This bay, surrounded by 13 islands and islets, and contains six islets within the bay, was proclaimed a Nature Park in 1988.
Park prirode Učka	Nature Park Učka	Regional	Non-commercial	PA - management body	Učka Nature Park includes the same mountain and part of Ćićarija, as well as rich meadow and other anthropogenic habitats where we find numerous endemic, endangered and protected plant and animal species.
Turistička zajednica Zagrebačke županije	Zagreb County Tourist Board	Regional	Non-commercial	DMO	The Tourist Association System of Zagreb County is made up of 9 town and 4 municipal tourist associations.
Eko Etno Travel	Eko Etno Travel	Regional	Commercial	Tourism business	Eko Etno Travel is a travel agency specialised for rural tourism and tradition.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Krapinsko-zagorska županija	Krapina-Zagorje County	Regional	Non-commercial	Governmental Institution	Krapina-Zagorje County stretches to 1229 km ² and has the population of 132 892 (Population census 2011).
Park prirode Lastovsko otočje	Nature Park Lastovo Islands	Regional	Non-commercial	PA - management body	Lastovo is the youngest Croatian Nature Park, proclaimed in 2006. Lastovo's island group consists of 44 islands, islets and cliffs of a very indented coast, with a total area of 53 km ² and 143 km ² of sea surface, bordered by the stone lights of Sušac, Tajana, Glavata and Struga. It is also pilot destination of Destimed project
Nacionalni park Brijuni	National Park Brijuni	Regional	Non-commercial	PA - management body	Brijuni is an island and a national park in the Adriatic Sea, on the Croatian part of the Adriatic. It consists of 14 islands and islets with a total area of 33.9 km ² .
Park prirode Vransko jezero	Nature Park Vransko jezero	Regional	Non-commercial	PA - management body	Vransko jezero Nature Park is one of 11 nature parks in the Republic of Croatia and includes Vransko Lake with its surroundings.
Turistička zajednica Krapinsko-zagorske županije	DMO of Krapina - Zagorje County	Regional	Non-commercial	DMO	www.visitzagorje.hr
Zagrebačka županija	Zagreb County	Regional	Non-commercial	Governmental Institution	The county of Zagreb today is one of the fastest growing economic regions in Croatia, located in the central part of north-western Croatia. The headquarter is located in Zagreb.
Grad Zagreb, Gradski ured za strategijsko planiranje i razvoj Grada	City of Zagreb, City Office for Strategic Planning and Development of the City	Regional	Non-commercial	Governmental Institution	City of Zagreb's City Office for Strategic Planning and Development of the City carries out tasks related to: coordination and encouragement of the regional development of the City, and in particular coordination and participation in the development of the City of Zagreb Development Strategy.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
ZgForum	Zagreb forum	Regional	Non-commercial	Governmental Institution	Zg-Forum is a office within the jurisdiction of the City of Zagreb, the City Office for Strategic Planning and Development of the City, which is open to the whole range of activities aimed at communicating with the public.
Grad Zagreb, Gradski ured za prostorno uređenje i izgradnju, graditeljstvo, komunalne poslove i promet	City of Zagreb, City Office for Physical Planning, Construction of the City, Utility Services and Transport	Regional	Non-commercial	Governmental Institution	City of Zagreb's City Office for Physical Planning, Construction of the City, Utility Services and Transport performs tasks related to: issuing of acts for the implementation of spatial plans and acts for construction and use of buildings, construction of the city, preparation and execution of city projects, communal affairs.
Grad Zagreb, Ured za programe i projekte EU	City of Zagreb, Office for EU programs and projects	Regional	Non-commercial	Governmental Institution	City of Zagreb's Office for EU programs and projects carries out tasks related to: preparation, planning, implementation, monitoring and evaluation of programs and projects for the use of EU funds and other international sources of funding.
Grad Zagreb, Sektor za gospodarstvo, poduzetništvo, turizam i investicije	City of Zagreb, Sector for Economy, Entrepreneurship, Tourism and Investment	Regional	Non-commercial	Governmental Institution	City of Zagreb's Sector for Economy, Entrepreneurship, Tourism and Investment carries out business related activities such as crafts, monitoring of the economy, tourism development, planning of investment projects etc.
Grad Zagreb, Gradski ured za poljoprivredu i šumarstvo	City of Zagreb, City Office for Agriculture and Forestry	Regional	Non-commercial	Governmental Institution	City of Zagreb's City Office for Agriculture and Forestry performs tasks related to: agriculture, promotion and development of agriculture, agricultural land, etc.
Veleučilište VERN	Polytechnic Vern	Regional	Non-commercial	University	VERN is currently running a total of 8 undergraduate and 6 graduate studies, over 2,000 students, while VERN's alumni network has more than 4,500 members.
Javna ustanova za upravljanje zaštićenim dijelovima prirode Krapinsko-zagorske županije	Public Institution for the Management of Protected Parts of Nature of Krapina-Zagorje County	Regional	Non-commercial	PA management body	The Public Institution carries out the activities of protecting, maintaining and promoting protected natural values in the area of Krapina-Zagorje County in order to protect and preserve the nature.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
	(http://www.zagorje-priroda.hr/)				
Javna ustanova Zeleni prsten Zagrebačke županije	Public Institution Zeleni prsten for the Management of Protected Areas and other Protected Natural Values in Zagreb County	Regional	Non-commercial	PA management body	Zeleni prsten is a public institution for the management of protected areas and other protected areas of nature in the area of Zagreb County.
Udruga Argonauta	Argonauta Group	Regional/local	Non-commercial	NGO	Argonauta is a non-governmental, non-partisan and non-profit organization that has members, volunteers and employees made up of experts from different areas.
Udruga BIOM	The Association BIOM	National	Non-commercial	NGO	The Association BIOM is a non-profit, voluntary and independent civil society organization involved in nature protection, species and habitats conservation and promotion.
Hrvatski skijaški savez	Croatian Ski Association	National	Non-commercial	NGO	National sports association that promotes and cares about Croatian ski sports and sports sciences, and also represents them in international relations.
Ministarstvo zaštite okoliša i energetike, Uprava za zaštitu prirode	Ministry of Environment and Energy, Directorate for nature protection	National	Non-commercial	Governmental Institution	The Nature Protection Authority carries out administrative and professional tasks related to the conservation of wild species and natural habitats, the sustainable use of natural resources, the protection of parts of nature, landscape diversity and geodesy.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Hrvatski planinarski savez, vodička služba	Croatian Mountain Guides Association	National	Non-commercial	NGO	Coordinates and directs the activities of guides, trains and guides professional guides through exercises, schools, courses and seminars, conducts licensing of guides and keeps records of them, and performs other tasks in the interest of the development of the conducting business.
Hrvatska gorska služba spašavanja - Zagreb	Croatian mountain rescue service - Zagreb Unit	National	Non-commercial	NGO	A public interest organization whose primary goals are to prevent accidents, rescue and provide first medical help in the mountains and other inaccessible areas and in exceptional circumstances where rescue and assistance should be carried out with special expertise and use technical rescue equipment in the mountains for the purpose of preserving human life, health and property.
Nacionalni park Risnjak	National Park Risnjak	National	Non-commercial	PA-management body	Risnjak National Park has a surface area of 6530 ha and is located in Primorje - Gorski Kotar County. Its main protection phenomenon is forest and hydrogeological natural monument - Kupa spring.
Nacionalni park Sjeverni Velebit	National Park Sjeverni Velebit	National	Non-commercial	PA-management body	Sjeverni Velebit National Park is recognizable by its preserved biodiversity, richness of the natural phenomena and experience of pristine wilderness. It is a space for gaining new experiences and the stronghold of sustainable development for the surrounding local communities, based on traditional practices.
Nacionalni park Plitvička jezera	National Park Plitvička jezera	National	Non-commercial	PA-management body	Plitvice lakes was proclaimed Croatia's first national park on April 8, 1949. Beauty of Plitvice lakes were internationally recognised on October 26, 1979 with their inscription onto the UNESCO World Heritage List. It covers an area just under 300 km ² .
Nacionalni park Krka	National Park Krka	National	Non-commercial	PA-management body	Krka National Park is located in the area of Šibenik-Knin County and covers the area of 109 km ² the most beautiful river Krka river and the lower stream of the Čikola River.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Nacionalni park Mljet	National Park Mljet	National	Non-commercial	PA-management body	Mljet National Park covers almost 5300 hectares, including the coastline 500 m from the shore, islets and rocks, and thus occupies roughly one third of the island.
Hrvatska turistička zajednica	Croatian National Tourist Board	National	Non-commercial	Tourism business	Croatian National Tourist Board is a national tourism organization founded for the purpose of creating and promoting the identity and reputation of Croatian tourism.
Sveučilište u Zagrebu, Ekonomski fakultet	University of Zagreb, Faculty of Economics and Business	National	Non-commercial	University	The Faculty of Economics & Business Zagreb was founded in 1920; hence, it represents the oldest institution of higher education in economics in this part of Europe as a part of the University of Zagreb.
Zelena akcija	Green Action	national	Non-commercial	NGO	Green Action is a leading non-governmental organization for environmental protection in Croatia.
Nacionalni park Kornati	National park Kornati	National	Non-commercial	PA-management body	Kornati National Park is the largest part of the island of Kornati in the Croatian part of the Adriatic in Central Dalmatia, west of Šibenik, in Šibenik-Knin County.
Ministarstvo turizma - Sektor za održivi razvoj i ostale posebne oblike turizma	Ministry of Tourism - Service for sustainable development and niche tourism	National	Non-commercial	Governmental Institution	Service for sustainable development and niche tourism participates in planning, making of and implementation of strategic documents concerned with sustainable tourism development.
Ministarstvo kulture	Ministry of Culture	National	Non-commercial	Governmental Institution	Ministry of Culture is central state administration body related to: development and promotion of culture, cultural creativity, life and activities.
Park prirode Velebit	Nature Park Velebit	National	Non-commercial	PA-management body	Velebit Nature Park is the most important endemic hub of flora and fauna in Croatia.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Nacionalni park Paklenica	National Park Paklenica	National	Non-commercial	PA-management body	Paklenica National Park is the second national park in Croatia. It contains 2031 hectares of forest at the locations of Suva draga - Kliment and Oglavinovac - Javornik.
Institut za turizam, Zagreb	Institute for Tourism in Zagreb	National	Non-commercial	Governmental Institution	Institute for Tourism in Zagreb is the only scientific public institute in Croatia specializing in research and consulting in tourism.
Šumarski fakultet, Zavod za ekologiju i uzgajanje šuma	Faculty of Forestry, Institute for Ecology and Forest Breeding	National	Non-commercial	Governmental Institution	Some of research activities of Institute for Ecology and Forest Breeding are ecological monitoring in forest ecosystems, research on nature protected areas, environmental monitoring and other.
Fond za zaštitu okoliša i energetske učinkovitost	The Environmental Protection and Energy Efficiency Fund	National	Non-commercial	Governmental Institution	The Environmental Protection and Energy Efficiency Fund is the central place for collecting and investing extra budgetary resources in programs and projects of environmental and nature conservation, energy efficiency and renewable energy use.
Šumarski fakultet Sveučilišta u Zagrebu	University of Zagreb Faculty of Forestry	National	Non-commercial	University	The Forestry Faculty is an internationally recognized institution in the education of highly skilled staff for the purpose of forestry, wood processing and furniture production.
Agronomski fakultet Sveučilišta u Zagrebu	University of Zagreb Faculty of Agriculture	National	Non-commercial	University	Devoted to the training of highly qualified experts, the development and dissemination of scientific and professional knowledge in the field of agronomy and related sciences.
Prirodoslovno-matematički fakultet Sveučilišta u Zagrebu	University of Zagreb Faculty of Natural Sciences	National	Non-commercial	University	Today is among the largest components of the University of Zagreb as well as a scientific and teaching environment that is one of the most important educators of scientific staff in Croatian natural sciences and mathematics, high school teachers of these subjects and at the same time one of the leading centres of research in these scientific areas. The seven departments of the Faculty of Science (Departments of Mathematics, Physics, Chemistry, Biology, Geology, Geography and Geophysics) study about 5000 students.



Institution/ Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Institut za razvoj i međunarodne odnose	Institute for Development and International Relations	National	Non-commercial	Governmental Institution	The core mission of the Institute is to develop and transfer knowledge and skills for competent scientific interpretation of contemporary international economic, political and cultural relations and cooperation for sustainable development of interest for Croatia's development.
Hrvatske vode	Croatian Waters	National	Non-commercial	Governmental Institution	Croatian waters are a legal entity for water management founded by the Water Act, founder of Croatian Waterways is the Republic of Croatia.
Ministarstvo zaštite okoliša i energetike	Ministry of Environment and Energy	National	Non-commercial	Governmental Institution	The focus of the Ministry of Environment and Energy is to create the conditions for sustainable development - a development that meets today's needs while not jeopardizing the needs of future generations.
Ministarstvo turizma	Ministry of Tourism	National	Non-commercial	Governmental Institution	The Ministry of Tourism performs administrative and other tasks related to: tourism policy of the Republic of Croatia, development strategy of Croatian tourism etc.
Hrvatska turistička zajednica - glavni ured	Croatian Tourist Board - Main office	National	Non-commercial	Governmental Institution	Croatian National Tourist Board is a national tourism organization founded for the purpose of creating and promoting the identity and reputation of Croatian tourism.
Časopis Meridijani	Magazine Meridijani	National	Commercial	Media	Magazine Meridijani is scientific and popular youth magazine which deals with topics from geography, history and ecology.
Hanza Media - Jutarnji list i Slobodna Dalmacija	Hanza Media - Jutarnji list & Slobodna Dalmacija	National	Commercial	Media	Hanza Media is one of the most influential media houses in Croatia. Two of its most important daily newspapers are Jutarnji list and Slobodna Dalmacija.
Turizmoteka	Turizmoteka	National	Commercial	Media	Croatian tourism news portal.



3.1.4. Slovenia

3.1.4.1. Potential stakeholders for - PP10 - Public institute Landscape park Strunjan and PP08 - Regional Development Center Koper

Since partners from Slovenia are operating in the same area, an overview of their potential stakeholders is also shown integral. In this regard, the great diversification of stakeholders can be highlighted, of which 37 are local, 23 regional, 18 national and one international. A large number of local tourism companies (primarily from the domain of health tourism), as well as protected areas of different levels of protection, stand out.

Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Krajinski park Sečoveljske soline	Sečovelje solina nature park	Local	non- commercial	PA- managem ent body	The Sečovelje salt-pans are, together with the nearby Strunjan pans, the northernmost and still active salt-pans in the Mediterranean and amongst the very few, where salt is still produced in compliance with several centuries old procedures. The Sečovelje Salina is exceptional in the great diversity of its fauna, flora and habitats.
Krajinski park Strunjan	Landscape park Strunjan	Local	non- commercial	PA- managem ent body	It hides many treasures of natural and cultural heritage. The healthy environment, customs, variety of animal and plant worlds offer many opportunities for active nature enjoyment. Nature is constantly changing here and every visit will be a new experience.
Naravni rezervat Škocjanski zatok	Škocjanski zatok nature reserve	Local	non- commercial	PA- managem ent body	The combination of brackish and freshwater habitats makes Škocjanski zatok a very diverse environment, regardless its small area.
Park Škocjanske jame	Škocjan caves	Regional	non- commercial	PA- managem ent body	Škocjan Caves, listed as UNESCO World Heritage Site are primarily a natural phenomenon of exceptional world value, set along the side of Grand Canyon, the Great Coral ridge, Galapagos, Mount Everest, etc.
Kobilarna Lipica	Lipica stud farm	Local	non- commercial	Other	The Stud Farm Lipica is committed to ensuring care, treatment, accommodation and breeding of all categories of Lipizzan horses in accordance with the highest ethical, ethological and technological standards not only due to the role and importance of the stud farm in modern breeding of Lipizzan horse worldwide, but above all due to the Lipizzans themselves.



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Turistička organizacija Koper	Tourist organisation of Koper	Local	non-commercial	DMO	Koper, a city that is still considered one of the most important cities in the country due to the intertwining of different cultures and historical periods. At the same time, Koper becomes increasingly recognizable and interesting to visitors as a modern urban center, characterized by modern and over-standard infrastructure, a developed economy and a high standard of living.
Turistička udruga IZOLA	Tourism association IZOLA	Local	non-commercial	DMO	The Tourism Association promotes the development of tourism in Izola. It was co-founded by the Municipality of Izola, the key actors of the tourism industry of Izola and other individuals, indirectly linked to the tourism sector.
Institut za promociju i projekte općine Izole	Public agency for the promotion of entrepreneurship and project development of the Municipality of Izola	Local	non-commercial	other	Public agency for entrepreneurship promotion and project development of the Municipality of Izola has been established in 2016 by the Municipality of Izola with the aim of fostering the efficiency of implementation of EU projects and increase the potential and creation of new local start-ups.
Odjel za turizam u općini IZOLA	Department for tourism at the Municipality of Izola	Local	non-commercial	DMO	Department for tourism at the Municipality of Izola http://izola.si/it/obcina-izola/obcinska-uprava/
Turistička udruga PORTOROŽ	Tourism association PORTOROŽ	Local	non-commercial	DMO	Tourism association PORTOROŽ https://www.portoroz.si/en/tourist-board-portoroz
Odjel za turizam u općini Piran	Department for tourism at the Municipality of Piran	Local	non-commercial	DMO	Department for tourism at the Municipality of Piran https://www.piran.si/
Odjel za turizam u općini Sežana	Department for tourism at the Municipality of Sežana	Local	non-commercial	DMO	Department for tourism at the Municipality of Sežana http://www.sezana.si/
Odjel za turizam u općini Divača	Department for tourism at the	Local	non-commercial	DMO	Department for tourism at the Municipality of Divača https://www.divaca.si/



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
	Municipality of Divača				
Razvojni centar Divača	Development centre Divača	Local	non- commercial	Managme nt body	The municipality of Divača independently regulates and manages public affairs of local significance within the framework of the constitution and the law, which apply to the inhabitants of the municipality and the tasks of state competence, which, according to the prior consent, were transferred by law.
Općina Hrpeľje-Kozina	Municipality of Hrpeľje-Kozina	Local	non- commercial	Local govermen t	The founding role of the municipality is to advocate the welfare of the municipality by creating conditions in which all the same masses have access to public goods, the variety of quality living and full participation in the life of a municipality.
Općina Komen	Municipality of Komen	Local	non- commercial	Local govermen t	Komen Municipality is a karst municipality, extending over 103 km ² of the Slovenian-Italian border
Općina Koper	Municipality of Koper	Local	non- commercial	Local govermen t	Koper, a city that is still considered one of the most important cities in the country due to the intertwining of different cultures and historical periods. At the same time, Koper becomes increasingly recognizable and interesting to visitors as a modern urban center, characterized by modern and over-standard infrastructure, a developed economy and a high standard of living.
Općina Izola	Municipality of Izola	Local	non- commercial	Local govermen t	The municipality of Izola lies in the southwestern part of the Republic of Slovenia and is part of the coastal-Karst region and measures a total of 29 km ² . It ranks 182th among Slovenian municipalities.
Općina Piran	Municipality of Piran	Local	non- commercial	Local govermen t	The Piran Municipality is by far the most developed Slovenian municipality and one of the most important centers of congress, health, gaming and nautical tourism in the northern Mediterranean.



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Univerzitetna Primorska	University of Primorska	Local	non-commercial	University	The University of Primorska (UP) has the position of a partner in the area of ethnic and cultural contact with foreign universities, local communities, business and state institutions. UP represents a laboratory of intellectual capital, which provides space for South-West Slovenia the potential for breakthrough among the fastest developing European regions.
NARAVNI REZERVAT DOLINE GLINŠČICE	Nature reserve doline Glinščice	Local	non-commercial	PA-management body	Dolina Glinščice is a valley centered on the Glinščica river, between the city of Trieste and the border of Slovenia. It is the part of the Karst geographical region.
Krajinski park Debeli Rtič	LANDSCAPE PARK DEBELI RTIČ	Local	non-commercial	PA-management body	One of the rarest naturally preserved parts of Slovenian sea and its coast and very important for the conservation of the biodiversity.
Krajinski park Ljubljansko barje	LJUBLJANA MARSH NATURE PARK	Local	non-commercial	PA-management body	The Ljubljana Marshes is a unique intertwinement of meadows, fields, hedges and channels, where the green surfaces meet with the sky and the River Ljubljana, which has helped create the marshes through history.
Krajinski park Goričko	GORIČKO NATURE PARK	Local	non-commercial	PA-management body	Vineyards, orchards, meadows and fields overgrown with various cultivated crops are scattered like a mosaic and are harmoniously interwoven with and complement the settlements, villages and individual farms.
Prirodni park Pivška Presihajoča jezera	LANDSCAPE PARK PIVŠKA PRESIHAJOČA JEZERA	Local	non-commercial	PA-management body	Established in 2014. Surface 140 km ² . Managed by the municipality of Pivka.
Prirodni park Kolpa	LANDSCAPE PARK KOLPA	Local	non-commercial	PA-management body	The Kolpa Landscape Park extends along the border river Kolpa, in the area between Stari trg and Dragoša, entirely within the municipality of Črnomelj. The main attraction of the Kolpa Landscape Park is certainly the Kolpa River with its valley, which changes its character several times through the area of the park.



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Kozjanski regijski park	KOZJANSKO REGIONAL PARK	Regional	non- commercial	PA- managem ent body	The Kozjansko Regional Park, a region in eastern Slovenia, is one of the oldest and largest PA- management body in Slovenia. It represents a mosaic of the pre-Alpine Posavje Mountain Range, hills, and plains along the River Sotla.
Prirodni park Radensko polje	LANDSCAPE PARK RADENSKO POLJE	Local	non- commercial	PA managem ent body	The Radensko Polje is the smallest of the nine most pronounced karst poljes (flat, steep-walled depressions with no outflowing streams) in Slovenia. It lies in the middle of the Lower Carniola karst region, three kilometres southeast of Grosuplje.
Logarska dolina, prirodni park Strunjan	LOGAR VALLEY LANDSCAPE PARK STRUNJAN	Local	non- commercial	PA managem ent body	The 9km long and up to 500m wide valley was re-shaped by a glacier, and became a landscape park in 1987 due to its numerous natural and cultural attractions.
KRAJINSKI PARK TIVOLI, ROŽNIK IN ŠIŠENSKI HRIB	Landscape park Tivoli, Rožnik and Šiška hill	Local	non- commercial	PA- managem ent body	The larger part of the park is covered by forest, where you can find many rare and endangered plant and animals' species. This biotic diversity is complemented by a rich cultural heritage.
Top line Portorož	TOP LINE PORTOROŽ	local	commercial	Tourism bussines	TOP LINE d.o.o. Portorož is a private tourist agency based in Portorož, founded in June 1990.
GO PORTOROŽ	GO PORTOROŽ	local	commercial	Tourism bussines	Portorož tourist agency
Krajevna skupnost Strunjan	Local community Strunjan	Local	non- commercial	other	Strunjan is a peaceful holiday resort with a very mild climate that allows for the lush growth of Mediterranean vegetation. Many guests enjoy pleasant walks around the Strunjan Landscape Park, as well as the salt pans, the Church of the Virgin Mary and the Strunjan Cross.
krajevna skupnost Jagodje-Dobrava	Local community Jagodje - Dobrava	Local	non- commercial	other	The Jagodje-Dobrava Local Community is the second largest local community in the municipality of Izola according to the number of locals (approximately 3000) and the area.
HOTEL SVOBODA - TERME KRKA	HOTEL SVOBODA - TERME KRKA	Local	Commercial	Tourism bussines	An exceptional and complete offer under a single roof near the sea, choose the strona hotel Svoboda. a view of the solana and littoral, spacious suites with infrared sauna, double bed and sofa, and air-conditioned single and double rooms with a balcony or terrace. The hotel has a wellness and health center.



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
HOTEL SALINERA	HOTEL SALINERA	Local	Commercial	Tourism bussines	The hotel is surrounded by greenery and dense Mediterranean vegetation. The Salinera Hotel has an indoor and outdoor swimming pool with sea water and a wellness center Syra where you can enjoy various beauty treatments and massages. Take advantage of the traditional healing methods and relax in the natural surroundings surrounded by the beautiful Bioenergy Park
HOTEL OLEANDER	HOTEL OLEANDER	Local	Commercial	Tourism bussines	Hotel Oleander is a perfect starting point for hikers, cyclists and all those who are looking for an active vacation, but also for entrepreneurs, thanks to its impeccably equipped conference room with everything you need to hold lectures, seminars, etc
HOTEL MIRTA	HOTEL MIRTA	Local	Commercial	Tourism bussines	https://www.hoteli-bernardin.si/en/accommodations/san-simon-resort/hotel-mirta
HOTEL BELVEDERE	HOTEL BELVEDERE	Local	Commercial	Tourism bussines	http://www.belvedere.si/en
CAMP AMD STRUNJAN	CAMP AMD STRUNJAN	Local	Commercial	Tourism bussines	CAMP AMD STRUNJAN http://www.camperado.com/campingdetails_en/Avtokamp_Strunjan__17608
BAR POD BELVEDERJEM	BAR POD BELVEDERJEM	Local	Commercial	Tourism bussines	BAR POD BELVEDERJEM https://www.hotel-izola.si/plac-pod-belvederjem.html
Kulturno izobraževalno društvo PiNA	Association for Culture and education PiNA	Local	non- commercial	NGO	PiNA is an organisation for social development



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
NAREDI NEKAJ ZA NARAVO	NAREDI NEKAJ ZA NARAVO	local	non-commercial	NGO	NGO mission is to bring together people who like sports and nature and want to do something for nature. Regardless of location and sport, the goal remains the same, picking up waste and publishing them on our Facebook counter. Associated in the Do Something for Nature initiative, we want to actively support other local and global projects in the field of nature conservation.
PLANINSKO DRUŠTVO PIRAN	Mountaineering Association Piran	local	non-commercial	NGO	Registered activities and areas of activity are alpinism, sports climbing, skiing, touring and other mountain sports, non-professional guiding, construction, maintenance, equipping and management of mountain paths, mountain huts, climbing and climbing walls, learning about mountain nature, publishing, archive and museum activities and other activities in buildings and nature.
Javni zavod Krajinski park Goricko	Nature Park Goricko	Local	Non-commercial	PA-management body	Goričko is the most north-eastern region of Slovenia, wedged between the Austrian and Hungarian borders.
Triglavski narodni park	Triglav National Park	national	Non-commercial	PA-management body	The incomparable, mysterious forests, the deep valleys, the high mountains and the water, which flows clearly from the highest peak - Triglav, into the rivers, lakes and streams. Authentic animals, wild wolf, bear and lynx, and variegated, plant growth with 19 species of endemic plants. Here, where many myths and legends are at home, people still live as they once were, in perfect harmony with nature, with a sense of tradition.
INSTITUTE OF THE REPUBLIC OF SLOVENIA FOR NATURE CONSERVATION, Regional office in Piran	INSTITUTE OF THE REPUBLIC OF SLOVENIA FOR NATURE CONSERVATION, Regional office in Piran	regional	non-commercial	Institute	The Piran Regional Unit covers the southwestern part of Slovenia, i.e. the littoral councils of Izola, Koper and Piran, which enclose the Slovene sea with its coast, the littoral plains with salt-pans, Šavrinsko hills, the Dragonja river catchment and Kraški rob.



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Institut za zaščito kulture baštine Slovenije, Regionalni ured Piran	INSTITUTE FOR THE PROTECTION OF CULTURAL HERITAGE OF SLOVENIA, Regional office in Piran	regional	non- commercial	Institute	Are concerned with the identification and assessment of cultural heritage. They prepare proposals for enrolment in the register maintained by the Ministry of Culture. Prepare conservation plans and restoration projects. Supervise construction, research activities; as well as their implementation; supervise and conduct archaeological research as well provide advice to the owners of cultural heritage.
Park Postojnska jama	Park Postojnska jama	regional	non- commercial	PA- managem ent body	The Postojna cave park is only one kilometre away from Ljubljana's Slovenian capital and is easily accessible by all means of transport
DMC Visit good place	Visit good place	regional	commercial	Tourism business	Visit good place is a travel agency specialised in outdoor tourism. Its mission is to create authentic and unique experiences while supporting responsible trade and nature conservation.
Notranjski regijski park	NOTRANJSKA REGIONAL PARK	regional	non- commercial	PA- managem ent body	Mountain peaks with breath taking views, colourful meadows, an intermittent lake, natural bridges, mystical underground world, crystal-clear streams and magical forests - all on 222 square kilometres of Notranjska regional park.
AUTENTICA-Torističko razvojna agencija	AUTENTICA- TORUISM DEVELOPMENT AGENCY	regional	commercial	Tourism business	Autentica - Tourism development agency is an incoming travel agency from Koper. We are the authentic day tours provider offering tailor made authentic experience. Our local guides present our clients with nature and tradition, giving their satisfaction a priority.
Istranka turistička agencija	ISTRANKA TOURIST AGENCY	regional	commercial	Tourism business	We are a local tour provider with good knowledge of the region and careful to the needs of our guests. We are specialized in providing Shore Excursions and Private Tours from Koper and other coastal towns (Izola, Piran, Portorož, Ankaran), from Ljubljana and as well as from Trieste (Italy).



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Ars Longa akademska putovalna agencija	TRAVEL AGENCY ARS LONGA	regional	commercial	Tourism business	From its start of operations in 1991, travel agency Ars longa has become one of the leading touroperating companies in Slovenia;.well known for high quality of its services. We regulary take part in organizing international congresses, seminars and meetings.
MAONA turistička agencija	MAONA TOURIST AGENCY	regional	commercial	Tourism business	Since the beginning they have been cooperating with all the cultural institutions of the town and we organise several events in Piran and Portorož ourselves because we want to show tourists the cultural monuments of the town and not only focus on the basic tourist activity.
ISTRA TOURS DIANA TERNAV	ISTRA TOURS DIANA TERNAV	regional	commercial	Tourism business	Tourist guide and tour manager service https://travelmassive.com/community/dianaternav
OBALNO PLANINSKO DRUŠTVO KOPER	Coastal mountaineering society Koper	regional	Non- commercial	NGO	Directing the population into quality leisure time in nature with various forms: hiking, climbing, cycling, working with young people, marking of mountain trails, social events, educating members of all age groups for safe movement in the natural environment and raising awareness about the conservation of natural and cultural heritage.
Regionalna razvojna agencija ZELENI KRAS	Regional Development Agency Green Karst	regional	non- commercial	other	The RDA Green Karst was established in 2000 by six municipalities (Pivka, Postojna, Cerknica, Loška Dolina, Bloke and Logatec) and five other local, regional and national support and development institutions. Although the RDA Green Karst is a private company, it acts as a non-profit organization and functions as the regional development agency
POSOŠKI RAZVOJNI CENTER	Soča Valley Development Centre	regional	non- commercial	other	The main task of the Centre is to facilitate development in the Upper Posočje region, most notably in the areas of business, human resources, environmental and spatial planning and rural development. The Soča Valley Development Centre implements local and regional development projects in North Primorska (the Goriška Statistical region) and takes part in national and international development projects (as project partner or as lead partner).



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Planet TV / RRC KOPER & KPS	Planet TV / RRC KOPER & KPS	regional	commercial	Media	Planet TV / RRC KOPER & KPS https://siol.net/planet-tv
Kozjanski Park	Kozjanski Regional Park	regional	Non-commercial	PA- managem ent body	The Kozjansko Park is one of the oldest and largest protected areas in Slovenia. On the basis of a compromise of cultural tradition and nature protection values, the Republic of Slovenia declared the largest part of Kozjansko and Obsotelje in 1981 as a protected area - Memorial Park Trebče
Dr. MARKO KOŠČAK	Dr. MARKO KOŠČAK	regional	-	Important individual	University of Maribor, Faculty of Tourism Brežice
Nacionalni inštitut za biologijo	National institute of biology	national	non- commercial	Institute	It is the only Slovenian institution that studies the sea and monitors its quality. The researchers of MBP Piran are focused on the research in the areas of physical, chemical and biological oceanography.
Fakultet za humanistične studije	Faculty of humanities Koper	national	non- commercial	University	Research at the Faculty of Humanities of the University of Primorska proceeds within the frame of the Institute for Intercultural Studies (IFIS) and the Institute of Archeology and Heritage (IOAH). Their fields of research coincide with humanistic and social sciences study programmes of the faculty.
Fakultet za turistične studije - Turistica	Faculty of tourism studies - Turistica	national	non- commercial	University	Turistica strives towards internationalisation due to the internationality of the concept of tourism itself. The integration of the faculty into the international environment brings an additional value for the improvement of study methods, the development of new study programmes, and the advancement in science and research.
SLOVENIAN WATER AGENCY	Slovenian water agency	national	non- commercial	Governme ntal body	The Agency is a body of the Ministry of the Environment and Spatial Planning



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Agencija Republike Slovenije za Okolje	Slovenian Environment Agency	national	non-commercial	Governmental body	Preserving natural resources, biodiversity and sustainable development; Observing, analysing and forecasting natural phenomena and processes in the environment; Reducing impact of natural hazards; Ensuring high-quality environmental data for all target groups; raising the awareness of people and institutions about the environment and environmental issues.
Slovenska turistična organizacija	Slovenian Tourist Board	national	non-commercial	DMO	The Slovenian Tourist Board (WTO), the central national agency for tourism promotion, one of the most successful and most promising branches of the Slovenian economy.
Direktorat za turizem	Directorate of Tourism	national	non-commercial	DMO	Activities within the Directorate are carried out in the following areas: Development and promotion of tourism and investment policy and business environment development
DMC Roundabout Travel	DMC Roundabout Trave	national	commercial	Tourism business	A new agency was born offering travellers countless opportunities to discover Slovenia at reasonable prices, but most importantly, in an extremely original and flexible way.
UPRAVA REPUBLIKE SLOVENIJE ZA POMORSTVO	Slovenian maritime administration	national	Non-commercial	Governmental body	Slovenian maritime administration http://www.up.gov.si/
Fakultet menadžmenta	FACULTY OF MANAGEMENT	national	non-commercial	Faculty	Faculty of Management is a higher education institution for education and research in the fields of social sciences and business management. In addition to education and research, the basic activities of the faculty are providing consultancy to companies and other organisations, publishing and organisation of international conferences. Faculty of Management was established in 1995 as a freestanding institution.
FAMNIT	Faculty of Mathematics, Natural Sciences and Information Technologies	National	non-commercial	Faculty	The Faculty offers courses at all three levels of higher education and conducts research in the fields of mathematics, computer science and information technology, and in the natural sciences. The Faculty works closely with the University of Primorska, Andrej Marušič Institute (UP IAM), where most of the academic staff of UP FAMNIT are currently conducting research activities.



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Roundabout slovenska turistična agencija	Roundabout travel	national	commercial	Tourism business	Day and multi-day trips around Slovenia, Croatia and beyond. Small groups, professional and knowledgeable tour guides, flexible itineraries, a variety of tours to choose from. Intended for different age groups and target audiences whose desire is to discover Slovenia and the nearby areas as the locals live it.
Ministrstvo za okolje in prostor	Ministry of the environemnt and spatial planning	national	non- commercial	Governme ntal body	The Ministry of the Environment and Spatial Planning provides a healthy living environment for all inhabitants of the Republic of Slovenia and encourages and coordinates efforts towards sustainable development, based on efficient and economical use of natural resources, in addition to taking care of society's welfare.
Slovenska turistična organizacija	Slovenian tourist association	national	non- commercial	NGO	Slovenian tourist association is a central national agency for the promotion of tourism in Slovenia.
Slovenska novinska agencija	Slovenian Press Agency	national	commercial	Media	Established in 1991, is a national press agency covering domestic and international events. It was established and is owned by the Republic of Slovenia.
European network of Rural development	European network of Rural development	EU	non- commercial	NGO	The European Network for Rural Development (ENRD) is the structure that brings together all the stakeholders aiming to achieve improved rural development results in the EU. The network serves as a hub for the sharing of information about how Rural Development policy, programmes, projects and other initiatives are working in practice and how they can be improved to achieve more.



3.1.5. Italy

3.1.5.1. Potential stakeholders for - PP07 - The Italian Federation of Parks and Nature Reserves - Europarc Italy

EUROPARC Federation is the representative body of Europe's Protected Areas, and therefore is the collective voice for all nature and landscape areas and seeks to build a stronger, unifying, European network organisation that is better placed to support our members and to respond to current and future challenges facing Europe's nature. Because of that most of the EUROPARC potential stakeholders are protected areas which are cooperating and working under the principles of European Charter for PAs.

Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Parco Naturale Adamello Brenta	Adamello Brenta Nature Park	National	non commercial	PA- management body	The Adamello Brenta Nature Park is the largest protected area in Trentino and one of the largest in the Alps. Located in western Trentino.
Parco Regionale delle Dune Costiere da Torre Canne a Torre San Leonardo	Regional Park of the Coastal Dunes from Torre Canne to Torre San Leonardo	Regional	non commercial	PA- management body	The Park covers the territories of Ostuni and Fasano on approximately 1,100 acres along eight kilometres of coastline and extends until the internal agricultural areas occupied by centuries-old olive groves and ancient farms.
Parco Nazionale d'Abruzzo, Lazio e Molise	National Park of Abruzzo, Lazio and Molise	National	non commercial	PA- management body	Except tasks concerning conservation, National Park of Abruzzo, Lazio and Molise studies the territory in depth which extends to all its historical, social geological, faunistic and vegetational components.
Parco Nazionale Val Grande	Val Grande National Park	National	non commercial	PA- management body	Val Grande National Park has the Largest Wilderness Area in Italy. The richness and variety of the vegetation represent one of the greatest attractions of the area, with impenetrable woods and a "very coloured" flora.
Aree Protette dell'Ossola (Parco Naturale Veglia Devero e Parco Naturale Valle Antrona)	Protected Areas of Ossola (Veglia Devero Nature Park and Valle Antrona Natural Park)	Regional	non commercial	PA- management body	Protected areas of Ossola (PN Veglia and Devero and PN Alta Valle Antrona) are located in the far north-eastern part of Piedmont, in the province of Verbano Cusio Ossola; Areas are easily accessible from major cities as well as from Switzerland.



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Parco Regionale Monte Rufeno	Monte Rufeno Regional Park	Regional	non commercial	PA- management body	The Monte Rufeno Natural Reserve, founded in 1983, is part of the Lazio protected area system and covers 2893 hectares in the Acquapendente municipality, from 774 m "Greppe della Maddalena" to 235 m Paglia river, at the border with Umbrian and Tuscany.
Parco Regionale Gola della Rossa e di Frasassi	Gola della Rossa and Frasassi Regional Park	Regional	non commercial	PA- management body	The Natural Regional Park of Gola della Rossa and Frasassi is the „green heart “ of Marche Region. With its 10.026 hectares, it is the largest regional protected area and includes the subterranean complex of Frasassi caves.
Parco nazionale tecnologico e archeologico delle Colline Metallifere	Technological and Archaeological Park of the Metalliferous Hills	Regional	non commercial	PA- management body	The Technological and Archaeological Park of the Metallifere Grossetane Hills is set up in Italy by the Ministry for the Environment and Land Protection and it is destined to occupy a prominent place in the network of European parks: the value of its archaeological evidence, the significance of its archaeological-industrial heritage etc.
Parco Nazionale del Gran Sasso	Gran Sasso National Park	National	non commercial	PA- management body	The Park is extremely rich in geological, environmental, anthropological and cultural goods. The former ones lie in the record of the Gran Sasso d'Italia, that with its 2,912 m of altitude represents the roof of the Apennines, but significant is also the geological value of the Laga Mountains, that with the Mount Gorzano reach an altitude of 2,458 m. Nature proves to be as much important: 2,364 species have been counted,
Parco Nazionale Dolomiti Bellunesi	Belluno Dolomites National Park	National	non commercial	PA- management body	The Belluno Dolomites National Park is a national park located in the province of Belluno, in northern Veneto, established in 1988.
Parco Nazionale Cinque Terre	Cinque Terre National Park	National	non commercial	PA- management body	The National Park of the Cinque Terre with its 3,868 hectares is the National Park among the smallest in Italy and at the same time the most densely populated, with about 4,000 inhabitants.
Parco Nazionale del Gargano	Gargano National Park	National	non commercial	PA- management body	The Gargano National Park is a protected natural. It is found in Puglia and precisely in the extreme north-eastern part, often called "Sperone d'Italia". The territory (118.144 ha) is located entirely in the Province of Foggia.



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Parco Alpi Marittime	Maritime Alps Park	Regional	non commercial	PA- management body	The Natural Park of the Maritime Alps was founded in 1995, the largest protected area in Piedmont, with over 28,000 of Alpine territory subjected to protection.
Area Marina Protetta Torre del Cerrano	Torre del Cerrano Marine Protected Area	Regional	non commercial	PA- management body	The A.M.P. Torre del Cerrano is established in 2009 and it extends up to 3 nautical miles from the coast and develops for 7 km.
Ministero dell'ambiente e della tutela del territorio e del mare	Ministry for the Environment, Land and Sea	National	non commercial	Governmental Institution	Ministry is established in 1986, it carries out functions in areas such as biodiversity conservation, ecosystems and marine offshore heritage, land and water conservation, climate change etc.
AITR (Associazione Italiana Turismo Responsabile)	Italian association for responsible tourism	National	non commercial	Association	AITR is a non-governmental and non-profit association. AITR is inspired by ethical and democratic principles and so promotes and coordinates activities that support a tourism that is responsible, sustainable and ethical.
Legambiente	League for the Environment	National	non commercial	Association	Environmental organization in Italy, with 20 Regional branches and more than 115,000 members. It is acknowledged as "association of environmental interest" by the Ministry of the Environment.
TSM - Trento School of Management	TSM - Trento School of Management	Regional	non commercial	University	Master Degree in Tourism
Outdoor Travel	Outdoor Travel	National	commercial	Tourism business	Tour operator in active and sustainable travel
IUCN European Regional Office	IUCN International Union for Conservation of Nature	EU/National	Non-commercial	NGO	The International Union for Conservation of Nature (IUCN) is a membership Union uniquely composed of both government and civil society organisations. It enables human progress, economic development and nature conservation to take place together.
Alparc	Alparc	EU/National	Non-commercial	NGO	ALPARC is the Alpine Network of Protected Areas, which brings together hundreds of protected areas of all kinds that are located in the Alps, from France to Slovenia.



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Ministero per i Beni e le Attività culturali	Directorate-General for Tourism	National	Non-commercial	Governmental Institution	Tourism strategic planning
Italia Agenzia Nazionale Turismo	Italian National Tourist Board	National	Non-commercial	DMO	

3.1.5.2. Potential stakeholders for - LP - Emilia-Romagna Region (ERR) - Protected Areas, Forestry and Mountains Development Department

As a lead partner, Emilia-Romagna Region - Protected Areas, Forestry and Mountains Development Department has a multifaceted role, from running the whole project, directing and coordinating pilot areas, to a partner role that have an impact on the region's performance. Therefore, there is an extremely diversified structure of potential stakeholders (20 regional, 16 regional / national, 11 national, 6 local), and also given the type of stakeholders, a large number of ERR stakeholders are tourism stakeholders focusing on the promotion of certain types of sustainable tourism activities, which would result in their more intensive involvement being of great benefit to the project.

Institution / Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Rete RES (Sustainability Education Centers)	Rete RES (Sustainability Education Centers)	Local	non commercial	Governmental body	38 CEAS in Emilia Romagna - Education Centers for Sustainability in Emilia-Romagna.
Touring Club Italiano	Italian Touring Club	National	commercial	NGO	The Touring Club Ciclistico Italiano (TCCI) was founded on November 8, 1894 by a group of bicyclists to promote the values of cycling and travel; its founding president was Luigi Vittorio Bertarelli [it]. It published its first maps in 1897. By 1899, it had 16,000 members. With the new century, it promoted tourism in all its forms - including auto tourism - and the appreciation of the natural and urban environments.



Institution / Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Parco Nazionale Appennino Tosco-Emiliano	Appennino Tosco-Emiliano National Park	national	non commercial	PA - management body	National Park between two regions: Emilia Romagna and Tuscany
Parco Nazionale Foreste Casentinesi	Casentinesi Forests National Park	national	non commercial	PA - management body	National Park between two regions: Emilia Romagna and Tuscany
AITR - Associazione Italiana Turismo Responsabile	Italian Association of Responsible Tourism	National	non commercial	NGO	AITR is an association, a body of an associative nature that does not pursue profit, either directly or indirectly. It works to promote, qualify, disseminate, research, update, protect the cultural content and the consequent practical actions related to the term "responsible tourism", promotes the culture and practice of responsible tourism trips and promotes knowledge, coordination and synergies between members AITR, inspired by the principles of democracy and ethics, promotes initiatives of solidarity and support to Responsible, sustainable and ethical Tourism in order to raise the awareness and personal growth of citizens, for the promotion of lifestyles and behaviours of consumption and solidarity.
Associazione Nazionale Città del Vino	National Association of Wine Cities	National	commercial	NGO	The National Wine Association is a network of municipalities, provinces, parks and mountain communities with a vine-growing vocation, engaged in the promotion of quality food and custodians of a documented tradition enologica. Among the various activities, the association promotes and coordinates projects aimed at enhancing the environmental, cultural and agro-food resources of the associated municipalities.
Associazione Nazionale Città dell'Olio	National Association of Oil Cities	National	commercial	NGO	The National Association of Oil Cities, founded in 1984, brings together mountain communities, chambers of commerce, Italian provinces and municipalities with a clear olive grove to promote extra virgin olive oil and production areas. to disseminate quality olive oil and olive oil culture, to protect and promote the olive-growing environment and landscape, to spread the history of olive cultivation and to guarantee the consumer through the valorisation of designations of origin.



Institution / Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
G&T (Geology & Tourism)	G&T (Geology & Tourism)	National	commercial	NGO	The association has the following aims: 1) enhancement of the Italian geological heritage, in particular geosites, for the purpose of a qualified cultural tourism; 2) specialization of geologists and naturalists on specific problems of a geo-tourism aimed at the realization of itineraries to exquisitely geological themes; 3) to form Guide and Tour Operator for the integration of the geological component with the traditional ones for tourist purposes, showing concrete examples of enriched and expanded geographic routes (Geology as "added value" 4) organization of conferences to spread geological culture in society, including through meetings in schools, social structures, public administrations (Tourism and Environment Departments), travel companies and in any case all the organizations concerned with tourism . "
WWF Italia	WWF Italy	National	non commercial	NGO	WWF has teams of experts working in over 100 countries to protect the natural resources that sustain and inspire us: our forests, rivers, ocean, climate, food and wildlife.
Rai 3	Rai 3	National	commercial /public	Media (TV)	LepidaTV is a communication service for the Community Network of Emilia-Romagna Public Authorities, structured with an internal editorial (guarantor of selection and validation of materials) and a technical component (responsible for the design and implementation of services and infrastructures technology) both at LepidaScpA.
Telestense	Telestense	National	commercial	Media (TV)	Italian Radio Television - "Geo & Geo" broadcasts; "Kilimanjaro", etc.
AGRITURIST (Emilia Romagna)	AGRITURIST (Emilia Romagna)	National/ Regional	commercial	other	Agriturst is the first association of Italians who, on the basis of British and French experience, began to gather coordinated structures in the 1960s in a particular tourism system, baptized, in those years: "AGRITURISMO". Particularly attentive to the protection of food, landscape, rural culture and above all the environment, Agriturst obtained the title of Environmental Association in 1987.



Institution / Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
ENGEA - Ente Nazionale Guide Equestri Ambientali	National Body for Equestrian Environmental Guides	National/ Regional/ Local	commercial	other	E.N.G.E.A. in its association form operates in the sporting, social and environmental world by promoting amateur ludic equestrian sport to less-than-slogans with the slogan A sport of all and for all ".
ETSI - Ente Turistico Sociale Italiano - Emilia-Romagna	The Italian Social Tourism body	National/ Regional/ Local	commercial	other	The National Secretariat of O.I.P.E.S. and E.N.G.E.A. is supported in the territory by: 18 Regional Secretariats, 87 Provincial Officers, 2,500 Technical Offices, 32 Officers, 800 Centers, Associated Circles, Farms and Farms, Educational Farms, Volunteer Organizations with more than 30,000 memberships. "
FITEL - Federazione Italiana Tempo Libero Emilia-Romagna.	Italian Federation of Leisure Time Emilia Romagna	National/ Regional/ Local	commercial	Other	F.I.Te.L. is a Social Promotion Association registered at the Ministry of Welfare Ministry (No. 34) and recognized by the Ministry of the Interior as a National Assistance Body. F.I.Te.L. Emilia-Romagna is the meeting point of all the business and business circles of Emilia Romagna, together with the CGIL-CISL-UIL Trade Unions, and the link between Fitel Nazionale and the Circoli in the territory.
ADICONSUM (Emilia Romagna)	ADICONSUM (Emilia Romagna)	National/ Regional/ Local	commercial	Other	Adiconsum is a consumer association formed in 1987 on the initiative of CISL. It is present throughout the country, with about 150 local, provincial and regional headquarters where its own operators, volunteers and managers provide individual and collective care and protection to consumers and families.
ANA - Associazione Nazionale Alpini (Emilia-Romagna)	National Alpine Association (Emilia-Romagna)	National/ Regional/ Local	Non commercial	NGO	National Alpine Association - is constituted among those who belonged or belong to the Alpine Troops. The National Alpine Association proposes to: keep alive and pass on the traditions of the Alpine, defend its characteristics, illustrate its glories and its deeds;
Regione Emilia-Romagna - Assessorato Turismo e Commercio -	Emilia Romagna Region - Tourism and Trade Board - Tourism and	Regional	non commercial	Management Body	The Emilia-Romagna Region coordinates the regional information system for tourists developed in collaboration with local authorities, to provide an information service on the wide range of opportunities, places and events in the region. It is an integrated network of 21 local editorial offices, which operate independently with the task of enhancing the territory through their own websites. To ensure the quality, updating and completeness of the published



Institution / Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Servizio turismo e commercio	Trade Department				news, the Region defines the standards that local editorial offices are required to meet for online tourist information.
Regione Emilia-Romagna - APT servizi srl	Emilia-Romagna Region - APT servizi srl	Regional	non commercial	PA - management body	Coordinates also Tourist Destinations Emilia, Romagna (home of Rimini)
Ente Gestione Parchi e Biodiversità - Emilia Occidentale	Park and Biodiversity Management Agency - Western Emilia	Regional	non commercial	PA - management body	They manage 5 Regional Parks, 1 Provincial Park, Three Reserves and Natura 2000 Sites.
Ente Gestione Parchi e Biodiversità - Emilia Centrale	Management of Parks and Biodiversity - Central Emilia	Regional	non commercial	PA - management body	They manage 2 Regional Parks, 5 Reserves, a Protected Landscape, and Natura 2000 Network sites.
Ente Gestione Parchi e Biodiversità - Emilia Orientale	Park and Biodiversity Management Authority - Eastern Emilia	Regional	non commercial	PA - management body	They manage 5 Regional Parks, 1 Nature Reserve and Natura 2000 Network sites.
Ente Gestione Parchi e Biodiversità - Romagna	Park and Biodiversity Management Authority - Romagna	Regional	non commercial	PA - management body	They manage 1 Regional Park, 3 Nature Reserves and Natura 2000 Network sites.



Institution / Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Ente Gestione Parco Delta Po (Emilia-Romagna)	Delta Po Park Management Authority (Emilia Romagna)	Regional	non commercial	PA - management body	They manage 1 Regional Park
Parco Naturale (Interregionale) Sassi Simone e Simoncello	Natural Park (Interregional) Sassi Simone and Simoncello	Regional	non commercial	PA - management body	Interregional Park between two regions: Emilia Romagna and Marche
Città Metropolitana Bologna - Turismo	Metropolitan City Bologna - Tourism	regional	non commercial	DMO	Touristic sector of the Bologna Metropolitan area. Tourist Destinations are the public sector bodies of the Local Authorities to which the CCIA and any other public administration operating in the tourist field, among those indicated by the INSTAT, may join.
Bologna Welcome	Bologna Welcome	Regional	Commercial	Tourism Business / DMO	Bologna Welcome is the Convention & Visitor Bureau of Bologna, working on development and management of touristic offers and on promotion of the city, both at the national and at the international level. Bologna Welcome wants to support the local touristic system, identifying new business opportunities, building new quality and sustainable products and creating promotional actions toward specific targets, with the common objective to make Bologna a touristic destination both in Italy and abroad.
Destinazione Turistica Emilia	Emilia Tourist Destination	Regional	non commercial	DMO	Tourist Promotion Site (in DMO mode) of the territories of the provinces of Piacenza, Parma and Reggio Emilia.
Destinazione Turistica Bologna - Modena	Bologna - Modena Tourist Destination	Regional	non commercial	DMO	Tourist Promotion Site (in DMO mode) of the Provinces of Modena and Bologna.



Institution / Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Destinazione Turistica Romagna	Romagna Tourist Destination	Regional	non commercial	DMO	Tourist Promotion Site (in DMO mode) of the territories of the provinces of Ferrara, Ravenna and Forlì-Cesena and Rimini.
Rete di educazione alla sostenibilità (RES)	Sustainability education network	Regional	non commercial	Governmental body	Emilia-Romagna's Sustainability Education Network is the set of subjects that design and operate in the field of education to sustainability on the regional territory: more than one hundred municipalities, schools, associations, foundations, public and private bodies .
CONFCOMMER CIO	Regional Union of Commerce, Tourism and Services of Emilia Romagna	Regional	commercial	Tourism business	Regional Union of Commerce, Tourism and Services of Emilia Romagna A unitary organization representing and safeguarding commercial, tourism and service industries in relations with the region, with the public and private bodies and bodies of the regional territory and in particular with the political, social, economic and trade union forces operating same level. " Unione Regionale del Commercio, del Turismo e dei Servizi dell'Emilia Romagna Organismo unitario che rappresenta e tutela le imprese commerciali, turistiche e del settore dei servizi nei rapporti con l'ente regione, con gli enti e organismi pubblici e privati del territorio regionale e in particolare con le forze politiche, sociali, economiche e sindacali operanti allo stesso livello.
CONFESERCEN TI	CONFESERCE NTI	Regional	commercial	Tourism business	Representation at regional level of AssoTurismo
LEGA COOP Emilia-Romagna - TURISMO	LEGA COOP Emilia Romagna	Regional	commercial	NGO	Legacoop Emilia-Romagna is the association of representation on the regional territory of the cooperative members of Legacoop Nazionale. It is part of the Italian cooperative movement and is autonomous from an economic and legal point of view.
Unioncamere Emilia-Romagna	Unioncamere Emilia-Romagna	Regional	commercial	Tourism Business	Union of the 9 Chambers of Commerce of the Province of Emilia Romagna Region.



Institution / Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Appennino Slow	Appennino Slow	Regional	commercial	Tourism Business	Legambiente was founded in 1980 and is an apartheid association open to citizens of all political and religious beliefs organized in a national headquarters, regional committees and territorial circles. Their idea of ecology is based on the defence of the environment and the need to build a fair, solid and sustainable society. That is why we are committed to protecting biodiversity and combating climate change, pollution and cementing every day, believing in people's participation and in dialogue with those who do not think it. Their economic resources are the result of voluntary contributions from partners and supporters, and businesses and institutions that share our sustainability goals and want to support our projects.
FEDERALBERG HI	Association of Italian Hoteliers	Regional/ National	commercial	Tourism business	Representation at regional level of the Association of Italian Hoteliers
CONFURISMO O EMILIA ROMAGNA	CONFURISMO EMILIA ROMAGNA	Regional/ National	commercial	Tourism business	Confturismo is the largest representative body in Italy in the tourism sector and was founded in 2000 on Confcommercio's initiative. With 250,000 associated companies out of a total of 270,000 and about 2 million direct workers, Confturismo represents almost all tourist businesses Italian companies, thus becoming the most important single point of reference in the industry, able to provide companies with responses and solutions tailored to the constant changes in the market. Confturismo has a very precise function: to ensure the best conditions for Italian tourism to express the enormous potential it possesses.
ADA - ASSOCIAZIONE DIRETTORI ALBERGO ITALIA	ADA - ALBERGO ITALIA DIRECTORS ASSOCIATION	Regional/ National	commercial	Tourism business	Direction of Hotel Association - It currently counts about one thousand registered throughout the country. The organizational structure is based on a national headquarters in Rome that deals with the macro issues inherent in the common interests and the coordination of local activities and locations that operate at local level to integrate the work done by the headquarters, thus remaining in direct contact with the specific needs of the associative base.
CONFCOOPERATIVE	CONFCOOPERATIVE	Regional/ National	commercial	Tourism business	The primary tasks are the representation and protection of cooperative companies in relation to institutions, public administrations and other entrepreneurial and social realities; to this purely trade union function, Confcooperative Emilia-Romagna associates no less important functions. "



Institution / Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Turismo Verde Emilia Romagna	Green Tourism Emilia Romagna	Regional/ National	commercial	Tourism business	Green Tourism is a non-profit association promoted by the CIA - the Italian Confederation of Farmers, which represents and protects the interests of farms that carry out farm activities. The main goals of the association are to assist and advise companies, to promote the growth and development of associate activities and to organize initiatives and events. In addition, Turismo Verde deals with the enhancement of the activities of farm companies, publicizing their services, initiatives, typical products, presenting at fairs, events and markets and coordinating publishing initiatives aimed at spreading all the good reasons for choosing to spend own holiday in agritourism. The association pursues these goals through projects and programs in the respect of the environment and the culture of the territory.
UNPLI Emilia Romagna	UNPLI Emilia Romagna	Regional/ National	commercial	Tourism business	UNPLI Emilia-Romagna represents the UNPLI (National Pro Loco d'Italia), regionally. Collaborates with the Institutions, with the other UNPLI Regional Committees and with other associative and private organizations for the promotion and enhancement of the Emilia Romagna Region and of Italy, in particular in the tourist, cultural, environmental, ecological, naturalistic, sporting and social, solidarity, volunteering and youth policies.
CAI - Club Alpino Italiano - Sezione Emilia-Romagna	Italian Alpine Club - Emilia Romagna Section	Regional/ National	non commercial	NGO	Is an articulation at the regional level of the National Union of the Pro Loco of Italy.
EBNT - Ente Bilaterale Nazionale del Turismo Emilia-Romagna	National Bilateral Tourism Organization Emilia Romagna	Regional/ National	commercial	Tourism business	The NATIONAL BILATERAL TOURISM (EBNT) is a non-profit association formed jointly by Datorial Associations (Federalberghi, Fipe, Fiavet, Faita - Adherents to Confcommrcio) and the Trade Unions (Filcams - CGIL, Fisascat - CISL, Uiltucs - UIL) comparatively more representative in the Tourism sector.
Legambiente	Legambiente	Regional/ National	non commercial	NGO	Legambiente is an Italian non-profit organization founded in 1980. It's the most prominent and widespread environmental association in Italy with two headquarters in Rome and Milan, 20 regional coordination offices and more than 600 local groups of volunteers. Legambiente is a pacifist and independent



Institution / Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
					movement and is not related to any Italian party or institution. It's supported by more than 115,000 members, donors and by projects and businesses that are in line with the organization's principles.
Trekking Italia	Trekking Italy	Regional/ National	commercial	Tourism Business	TREKKING ITALIA is a Nonprofit Association that has been committed to approaching, knowing, respecting and defending nature since 1985, re-evaluating those perceptions and relationships of man that modern living habits have dulled.
AIGAE	The Italian Association of Environmental Hiking Guides	Regional/ National	commercial	Tourism Business	The Italian Association of Environmental Hiking Guides is the National Association that represents people who, by profession, accompanies people in Nature, explaining to them the environmental and cultural characteristics of the visited area.
Lepida TV	LepidaTV	Regional/ National	commercial	Media (various)	LepidaTV is a communication service for the Community Network of Emilia-Romagna Public Authorities, structured with an internal editorial (guarantor of selection and validation of materials) and a technical component (responsible for the design and implementation of services and technological infrastructures) both in charge of LepidaScpA.



3.1.6. Hungary

3.1.6.1. Potential stakeholders for - PP05 - NIMFEA Environment and Nature Conservation Association

Among potential stakeholders of NIMFEA, stakeholders of national significance are dominating, especially protected areas of national significance. This is crucial especially because CEETO project does not have a pilot area in Hungary, and therefore a potential transfer of good practice is hindered.

Institution / Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Fertő-Hanság Nemzeti Park Igazgatóság	Fertő-Hanság National Park	National	Non-commercial	PA-management body	In addition to the national park, we also carry out nature conservation work in the Pannonhalma Landscape Protection Area, where the Benedictine Abbey, which is also the world's most valuable cultural asset, rises.
Hortobágy National Park Directorate	Hortobágy National Park	National	Non-commercial	PA-management body	Hortobágy is an 800 km ² national park in eastern Hungary, rich with folklore and cultural history. The park, a part of the Alföld (Great Plain), was designated as a national park in 1973 (the first in Hungary), and elected among the World Heritage sites in 1999. The Hortobágy is Hungary's largest protected area, and the largest semi-natural grassland in Europe.
Körös-Maros Nemzeti Park Igazgatóság	Körös-Maros National Park	National	Non-commercial	PA-management body	Körös-Maros National Park was established on 16 January 1997 as the seventh national park of Hungary in order to preserve the nature and landscape of the Southern Tiszántúl.
Földművelésügyi Minisztérium Természetmegőrzési Főosztály	Ministry of Agriculture Nature Conservation Department	National	Non-commercial	National Agency	Ministry of Agriculture Nature Conservation Department https://www.kormany.hu/hu/foldmuvelesugyi-miniszterium
Duna-Dráva Nemzeti Park Igazgatóság	Duna Drava National Park	National	Non-commercial	PA-management body	The Duna-Dráva National Park was established along the Danube and Dráva rivers, covering an area of some 50.000 hectares. Water played the main role in the formation of its natural landscape. The two rivers and their water resulted in the development of a great variety of habitats, where a colourful ecosystem can be found. Almost the whole of the national park is located in an area, which was formerly a flood plain.



Institution / Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Duna-Ipoly Nemzeti Park Igazgatóság	Duna -Ipoly National Park Directorate	National	Non-commercial	PA-management body	The Danube-Ipoly National Park's area covers the Pilis, Visegrád, and Börzsöny Hills, a part of the Ipoly Valley between Hont and Balassagyarmat, and some areas of Szentendre Island. The diversity of the area is unique in Hungary due to the fact that it is a meeting point of rivers, hills, and plain.
Örségi Nemzeti Park Igazgatóság	Örség National Park Directorate	National	Non-commercial	PA-management body	The National Park of Örség protects natural, ethnographic and cultural values of landscapes in the southwest corner of Vas County. It includes the Örség , the Vendvidék , the valley of the River Rába and the area of Szentgyörgyvölgy.
Balaton-felvidéki Nemzeti Park Igazgatóság	the Balaton-felvidéki National Park	National	Non-commercial	PA-management body	Boasts special natural heritage; geological treasures ; rich biotic natural heritage
Kiskunsági Nemzeti Park Igazgatóság	Kiskunság National Park	National	Non-commercial	PA-management body	Kiskunság National Park is a national park located in Danube-Tisza Interfluve mainly in Bács-Kiskun county, Hungary. It was created in 1975 and declared a biosphere reserve by the UNESCO. The park covers an area of 570 km2 and stretches across the Little Cumania (Kiskunság) region of the Great Hungarian Plain.
Bükk Nemzeti park Igazgatóság	Bükk National Park	National	Non-commercial	PA-management body	Bükk is Hungary's largest national park and is situated in the northern mountains, between Szilvásvárad and Lillafüred. Bükk's important geological features include various karst formations within its limestone mountains - particularly caves (once inhabited by pre-historic people), swallow-holes, and ravines.
Aggteleki Nemzeti Park Igazgatóság	Aggtelek National Park	National	Non-commercial	PA-management body	Aggtelek National Park is a national park in Northern Hungary, in the Aggtelek Karst region. The most significant values of the national park are the special surface formations and caves in this limestone landscape.
Magyar Turisztikai Ügynökség	The Hungarian Tourism Agency	National	Non-commercial	National Agency	The Hungarian Tourism Agency is the governmental organization responsible for the development and public administration of tourism in Hungary. Defining the tourism development strategy, supervising the utilization of EU funds and domestic budgetary sources dedicated for tourism development and managing the tourism brand of Hungary are all belonging to the Agency's scope of duties.



Institution / Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Magyar Natúrpark Szövetség	Hungarian Nature Park Association	National	Non-commercial	National Agency	The main objective of the Hungarian Nature Park Association is to establish and maintain a nature park movement supporting the conservation, demonstration and enhancement of the natural, landscape and cultural values of the Hungarian countryside, and the development of the economy utilizing these values in the regions of Hungary's natural values.
Magyar Természettudomány múzeum	Hungarian Natural History Museum	National	Non-commercial	Other associations	The goal is to establish a national center of science in museum science, museum education and science communication, service-type competence center to raise awareness of the importance of biodiversity and to raise awareness of conservation.
E-misszió Egyesület	E-Mission Nature Conservation Association	National	Non-commercial	NGO	The E-Mission Association works for a sustainable natural and built environment, with an environmentally conscious society based on local natural, social, and economic resources.
Ökológiai Intézet	Ecological Institute for Sustainable Development	National	Non-commercial	Academia	The aim of the Institute for Sustainable Development is to disseminate the spirit of sustainable development, to develop ecological culture, to educate on a global approach, and thus to develop and promote the practical basis for sustainable development.
Zöld Akció Egyesület	Green Action Association	National	Non-commercial	NGO	Green Action Association responds to environmental concerns.
Magyar Természetvédők Szövetsége	National Society of Conservationists	National	Non-commercial	National Agency	The Hungarian Association of Nature Conservatives (MTVSZ) is a community of more than 100 Hungarian environmental and nature conservation organizations, the main goal being to protect nature as a whole and promote sustainable development.
Magyar Turisztikai Desztináció Menedzsment Szövetség	Hungarian Tourist Destination Management Association	National	Non-commercial	Tourism bussiness	Hungarian Tourist Destination Management Association is a national association for the protection of tourist destination management (TDM).



Institution / Organization/ Company name	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder	Short description
Mezőgazdaság- és Környezettudományi Kar, Szent István University	Faculty of Agriculture and Environmental Sciences, Szent István University	National	Non-commercial	Academia	The Faculty of Agriculture and Environmental Sciences is Hungary's largest unit of higher education in the fields of agriculture, environmental science and rural development.
Erdőmérnöki Kar, Soproni Egyetem	Faculty of Forestry, University of Sopron	National	Non-commercial	Academia	The Faculty of Forestry has a significant scientific capacity. Its research strategy fits into the research-development innovation strategy of the University of Sopron; it represents the areas of science characteristic of the faculty, and serves as a basis for a high level university education.
Turizmus online	Turizmus online	Regional	Commercial	Media	Website of the tourism profession
SEED Kisvállalkozás-fejlesztési Alapítványt	SEED Small Business Development Foundation	Regional	Non-commercial	NGO	Our mission is to promote a sustainable economy through the promotion and development of ethical, conscious and effective entrepreneurship.



3.1.7. International/EU level

3.1.7.1. Potential stakeholders on European/international level

Among the stakeholders at the European and international level, we can identify the two basic groups of stakeholders:

- Shareholders with a regional or national character, but from countries not included in the project;
- Stakeholders (primarily international organizations) whose aim is to improve environmental status at a global / international level.

Institution/ Organization/ company name	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
WWF World Wildlife Fund	International	Non-commercial	NGO	WWF's work has evolved from saving species and landscapes to addressing the larger global threats and forces that impact them.
IUCN International Union for Conservation of Nature	International	Non-commercial	NGO	The International Union for Conservation of Nature (IUCN) is a membership Union uniquely composed of both government and civil society organisations. It enables human progress, economic development and nature conservation to take place together.
EEA European Environmental agency	EU	Non-commercial	Governmental body	The European Environment Agency (EEA) is an agency of the European Union, whose task is to provide sound, independent information on the environment.
Alparc	EU	Non-commercial	NGO	ALPARC is the Alpine Network of Protected Areas, which brings together hundreds of protected areas of all kinds that are located in the Alps, from France to Slovenia.
Geopark association	EU	Non-commercial	NGO	A European Geopark is a territory, which includes a particular geological heritage and a sustainable territorial development strategy supported by a European program to promote development



Institution/ Organization/ company name	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
EUCC - The Coastal Union Germany	EU	Non- commercial	NGO	EUCC promotes integrated coastal zone management (ICZM) and the sustainable development of coasts and seas in Germany.
Dinaric Arc parks	EU	Non- commercial	NGO - Network of protected areas	The Parks Dinarides network consists 90 protected areas from Albania, Bosnia and Herzegovina, Montenegro, Croatia, Kosovo, Macedonia, Slovenia and Serbia
International Commission for the Protection of the Alps, CIPRA	EU	Non - commercial	NGO	Alpine Convention office of CIPRA Austria in Innsbruck has been supporting the implementation of the Protocols of the Alpine Convention in Austria
City Karlskrona	EU	non- commercial	Management body	Project Manager DUNC - Development of UNESCO Natural and Cultural Assets Sweden - Germany - Poland - Lithuania www.dunc-heritage.eu
Interreg REGE (West Pomeranian University of Technology in Szczecin)	EU	non- commercial	Academia	University, working on the Interreg REGE project, of which the Biosphere Reserve is associated partner.
Kristianstads Vattenrike	EU	commercial	other	Educational and tourism centre
Lower Dalälven River Landscape	EU	non- commercial	other	Biosphere Reserve/Natural Protection Area
Blekinge archipelago	EU	non- commercial	other	Biosphere Reserve
Archipelago Sea	EU	non- commercial	other	Biosphere Reserve
West Estonian Archipelago	EU	non- commercial	other	Biosphere Reserve



Institution/ Organization/ company name	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
Sloinski National Park	EU	non-commercial	other	Biosphere Reserve
Marine Knowledge Center	EU	commercial	other	Educational centre
The biosphere program Sweden	EU	non-commercial	other	Biosphere program
EURONATUR - Foundation for European Natural Heritage	EU	Non-commercial	NGO	The foundation's nature and species conservation projects help preserve Europe's nature in its beauty and diversity. EuroNatur protects large-scale natural landscapes as well as ecologically valuable cultural landscapes throughout Europe. EuroNatur projects are designed for the long term and involve the needs of local people. We strive not only for the protection of wildlife and its habitats in Europe, but also for an ecologically sustainable development of the respective region - in harmony with nature.
Green Travel Media	EU	commercial	Media	Green Travel Media offers digital media management solutions for tour operators, DMOs, and other travel brands.
National Geographic	EU	commercial	Media	The National Geographic Society funds important work in science and education, with a focus on protecting wildlife, oceans, and our cultural heritage.
National Park Una	EU	Non-commercial	PA	The area of National Park is located in the extreme western part of Bosnia and Herzegovina. It represents a unique natural entity in this part of Europe, valuable for preserving the overall landscape and biodiversity
Public Institution National parks of Montenegro	EU	Non-commercial	PA	Institution includes all four National parks in Montenegro, they are included in the European Federation of National Parks - EUROPARC.
National Park Biogradska gora	EU	Non-commercial	PA	The National Park Biogradska Gora - was declared a national park in 1952, its surface area is 54 km ² .
National Park Durmitor	EU	Non-commercial	PA	Durmitor National Park - was declared a national park in 1952 and its surface area is 390 km ² .



Institution/ Organization/ company name	Stakeholders level	Commercial /non- commercial	Type of stakeholder	Short description
National Park Lovćen	EU	Non- commercial	PA	The National Park Lovcen - was proclaimed a national park in 1952 and its surface area is 64 km ² .
National Park Skadarsko jezero	EU	Non- commercial	PA	Skadar Lake National Park - was declared a national park in 1983. Its surface area is 400 km ² .
Nature Park Piva	EU	Non- commercial	PA	The Regional Park "Piva" represents a natural connection between the national parks "Durmitor" and "Sutjeska" in Bosnia and Herzegovina, and its establishment has been recognized by a series of national and international documents and initiatives.
National Park Prokletije	EU	Non- commercial	PA	The National Park of Prokletia is the fifth national park in Montenegro, declared 2009. It has an area of 16.630 hectares and has two nature reserves - Hridsko Lake and Volusnica.
UNWTO (World Tourism Organization)	EU	Non- commercial	NGO	The World Tourism Organization is a United Nations agency dealing with tourism issues. It is a global body that deals with collecting and comparing statistical data related to international tourism



3.2. Stakeholder impacts and relevance

Since the need to detect the influence of stakeholders has high priority, it is important to avoid under (or over) estimation of their impacts and relevance. Stakeholders with high levels of influence on and by project need to be identified and given high priority at the outset. All stakeholders are not created equal. Some have the potential to generate a much greater impact on the project than others. Using a matrix which maps stakeholders according to their influence, relevance and limitations allows us to create a picture of stakeholders' level of involvement and therefore the type of engagement that we need to have with them. This builds the understanding of what motivates stakeholders and how to win them around.

Therefore, 4 main categories of impact/relevance for CEETO project stakeholders have been recognized:

1. Current knowledge of CEETO project
2. Role in sustainable tourism and ecotourism development
3. Existing level of cooperation
4. Limitations

Each category has been analysed through survey, where each answer is assigned a numeric value based on which they are evaluated relative to the absolute number of points. The maximum number of points by category is: 1. Current knowledge of CEETO project (30); 2. Role in sustainable tourism and ecotourism development (41); 3. Existing level of cooperation (37); Limitations (23).

3.2.1. Governmental institutions

Natural heritage and its protected areas represent an important resource for sustainable development and therefore for the planning of sustainable tourism development in general as well as of ecotourism. To create a policy for protected areas of nature, governmental institutions are certainly important. Designing policies aimed towards protected areas of nature and the development of sustainable tourism depends, among other things, on decisions made by governmental institutions.

The development of tourism in protected areas of nature requires a special approach from governmental institutions in different sectors (tourism, environmental protection, spatial planning, finance, etc.).

Given that governmental institutions establish policies towards protected areas of nature of different categories and on different levels, it is important to know how they coordinate policies in different sectors, which implies communication with different stakeholders in order to create a policy.

It is therefore necessary to network between governmental institutions and other stakeholders acting in protected areas of nature and planning their development. Given that the protected areas of nature represent a community's heritage, it is necessary to network all stakeholders, including governmental institutions, in order to check their roles and tasks and exchange examples of good practices and evaluate stakeholder activities for sustainable development of tourism. Collaboration and networking between stakeholders can determine points of better and poorer networking between governmental institutions and other stakeholders concerned. By exchanging examples of good practices, recommendations may be made to improve opportunities between governmental institutions and other stakeholders in protected areas of nature.

It should be noted that governmental institutions are an important stakeholder in planning and directing economic activities, including sustainable tourism, through politics, as well as in focusing on supporting local ecosystems and mutually reinforcing stakeholder connectivity.

Among the institutions that participated in the survey, we can recognize that the majority feel that they do not have a significant role / influence on the development of tourism and environmental protection.



Likewise, their current level of co-operation is mediocre, and their continued high-quality involvement in projects is necessary. This is especially important since governmental bodies must ensure, through different instruments and on three levels (national, regional and local), that the local population, management bodies, NGOs and academic institutions can be involved in the development of tourism in protected area of nature based on its social, ecological, economic and cultural benefits.

Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Knowledge of CEETO project	Role /impact	Level of cooperation	Limitations
Direkcija Republike Slovenije za vode	Slovenian water agency	national	non- commercial	9	1 4	2 3	19
Grad Zagreb, Gradski ured za gospodarstvo i poduzetništvo , Odjel za turizam	City of Zagreb, City Office for Economy, labour and entrepreneurs hip, Tourism department	regional	Non- commercial	13	2 0	1 9	12
City Karlskrona	City of Karlskrona	EU	non- commercial	9	1 9	1 9	12
Bundesminist erium für Naturschutz	Federal Ministry for Nature Conservation	national	non- commercial	11	2 2	0	0
Biosphärenpar k Salzburger Lungau	Biosphere Reserve Management Body Lungau	regional	non- commercial	16	2 6	1 6	0
LEADER Biosphäre Lungau	LEADER Biosphere Lungau	EU/national /regional	non- commercial	10	9	1 6	23
Österreichisch e Raumordnung skonferenz	Austrian Conference on Spatial Planning	national	Non - commercial	8	6	2 2	8
Bezirkshaupt mannschaft Tamsweg	District Authority Tamsweg	regional	non- commercial	12	2 5	2 3	12
Naturschutzre ferent Land Salzburg	Nature Conservation Officer Land Salzburg	regional	non- commercial	11	1 6	8	11
Österreichisch e Raumordnung skonferenz	Austrian Conference on Spatial Planning	national	Non - commercial	12	1 0	2 0	18

Table 3.2.2.1. - Surveyed governmental institutions



3.2.2. Non-governmental organizations

Non-governmental organizations, or NGOs, were first called such in Article 71 in the Charter of the newly formed United Nations in 1945. While NGOs have no fixed or formal definition, they are generally defined as non-profit entities independent of governmental influence (although they may receive government funding). NGO activities include, but are not limited to, environmental, social, advocacy and human rights work. They can work to promote social or political change on a broad scale or very locally. NGOs play a critical part in developing society, improving communities, and promoting citizen participation. Establishing conservation-oriented enterprises is one such approach. These enterprises aim to switch land and resource use from consumption to conservation, and to resist external threats such as large-scale land use change associated with primary industries. This approach requires that non-profit NGOs and their project partners operate within the competitive commercial tourism sector. Some analysts have argued that NGOs have successfully used sustainable tourism as a local conservation tool, either by operating tours, influencing the management of protected areas, or raising local awareness. In developing countries, in contrast, sustainable tourism approaches by NGOs commonly combine nature conservation and poverty alleviation, often in challenging political circumstances. Tactics include the establishment of community-based sustainable tourism projects and campaigns to promote social awareness or create social pressure to halt unsustainable developments (Romero-Brito, T. P., Buckley, R. C., & Byrne, J., 2016).

Among the surveyed NGOs dominate are organizations engaged in the promotion of certain forms of tourism on the one hand and on the other side environmental organizations. Regardless of the main purpose of actions, most organizations have a high level of cooperation but also a high level of potential obstacles to participate in the CEETO Network, with funding problems being the dominate response. Amongst stakeholders, NGOs are assuming an increasingly important role through the following: formal and informal political lobbying; buying or covenanting land for conservation; and forming partnerships to undertake specific conservation projects.

Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Knowledge of CEETO project	Role /impact	Level of cooperation	Limitations
INSULA RUGIA e.V.		Local	non- commerc ial	16	31	0	0
Associazione Nazionale Città del Vino	National Association of Wine Cities	National	commerc ial	13	28	0	0
WWF Italia		National	non commerc ial	9	26	21	14
AITR (Associazione Italiana Turismo Responsabile)	Italian association for responsible tourism	National	non commerc ial	11	15	24	10
Legambiente	League for the Environme nt	National	non commerc ial	14	25	19	12



Udruga BIOM	The Association BIOM	National	Non-commercial	14	25	20	18
LEGA COOP Emilia Romagna - TURISMO		Regional	commercial	9	24	25	14
Zöld Akció Egyesület	Green Action Association	National	Non-commercial	8	19	17	18
Respektiere deine Grenzen	Respect your Limits	national	non-commercial	14	28	26	14
Verband der Naturparke Österreichs	Association of Nature Parks in Austria	national	Non-commercial	7	28	19	15

Table 3.2.2.1. Surveyed NGOs

3.2.3. Management bodies

Management bodies of protected areas of nature are very important stakeholders for the planning, monitoring and implementation of sustainable tourism in protected areas of nature. Therefore, protected areas (PAs) play an important role in biodiversity conservation and the implementation of ambitious multilateral environmental agreements, like the 2010 targets of the Convention on Biological Diversity (CBD). The practice of planning and management of protected areas, especially in tourism, often only generally promotes the concepts of integrated management and sustainable development, with risks to the environment and human health often remain marginalized. It is important to determine in which group of vulnerability the specific area is in the very beginning of the management process of every area and especially protected natural area, and to determine in detail which of negative impacts occurs. It is also extremely important to determine possible solutions that can be achieved due to the specific characteristics of the areas, which are in accordance with sustainable management. There are different contemporary models worldwide for managing protected natural objects which are to a large degree based on specificities of these areas.

Management bodies devise and implement sustainable tourism development plans in protected areas of nature and are an important part of planning and understanding the implementation of sustainable tourism in protected areas of nature, therefore it is very important to emphasize that almost all surveyed PA-management bodies have a pronounced role/impact on development of tourism, but also on nature protection. However, among half of the surveyed PAs there is a lack of cooperation and a relatively high potential for limitations in further inclusion in the CEETO Network. By networking management bodies of protected areas of nature from different countries as well as by exchanging examples of good practices, recommendations for better mutual interaction can be made. Management bodies are an important participant among governmental bodies and other stakeholders.



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Knowledge of CEETO project	Role /impact	Level of cooperation	Limitations
Biosphärenreservatsamt Südost-Rügen	Authority of the Biosphere Reserve Southeast-Rügen	regional	Non- commercial	12	18	24	15
Prirodni park Pivška Presihajoča jezera	Landscape park Pivška Presihajoča Jezera	local	non- commercial	14	35	20	19
Prirodni park Kolpa	Landscape park Kolpa	local	non- commercial	15	38	28	15
Javni zavod Krajinski park Goricko	Nature Park Goricko	local	Non- commercial	16	30	20	12
Triglavski narodni park	Triglav National Park	national	Non- commercial	14	27	18	18
Krajinski park Tivoli, Rožnik in Šišenski hrib	Landscape park Tivoli, Rožnik and Šiška hill	regional	non- commercial	12	34	0	0
Kozjanski Park	Kozjanski Regional Park	regional	Non- commercial	16	23	19	14
NP Sjevni Velebit	National Park Sjevni Velebit	national	Non- commercial	11	26	23	skip ped
NP Krka	National Park Krka	national	Non- commercial	19	38	27	8
NP Paklenica	National Park Paklenica	national	Non- commercial	13	35	23	12
PP Biokovo	Nature Park Biokovo	regional	Non- commercial	15	30	23	18
PP Lonjsko polje	Nature Park Lonjsko polje	regional	Non- commercial	13	33	26	13
Triglavski narodni park	Triglav National Park	national	Non- commercial	14	27	18	18
Nationalparkamt Müritz	Müritz National Park Authority	national	Non- commercial	6	31	24	8



MA 49 - Forstamt und Landwirtschaftsbetrieb der Stadt Wien	MA 49 - Forestry and Urban Agriculture Department of Vienna	local	Non-commercial	8	22	17	7
Parco Nazionale Appennino Tosco-Emiliano	Appennino Tosco-Emiliano National Park	national	non commercial	14	32	14	13
Parco Nazionale Foreste Casentinesi	Casentinesi Forests National Park	national	non commercial	9	20	0	0
Ente Gestione Parchi e Biodiversità - Emilia Centrale	Management of Parks and Biodiversity - Central Emilia	regional	non commercial	10	34	25	9
Parco Naturale (Interregionale) Sassi Simone e Simoncello	Natural Park (Interregional) Sassi Simone and Simoncello	regional	non commercial	13	32	13	10
Parco Nazionale d'Abruzzo, Lazio e Molise	National Park of Abruzzo, Lazio and Molise	national	non commercial	13	29	18	12
Parco nazionale tecnologico e archeologico delle Colline Metallifere	Technological and Archaeological Park of the Metalliferous Hills	national	non commercial	14	36	29	11
Parco Nazionale Dolomiti Bellunesi	Belluno Dolomites National Park	national	non commercial	11	25	13	11
Parco Nazionale Cinque Terre	Cinque Terre National Park	national	non commercial	18	31	15	6
Parco Nazionale del Gargano	Gargano National Park	national	non commercial	13	18	13	12
Parco Naturale Adamello Brenta	Adamello Brenta Nature Park	regional	non commercial	15	25	12	13
Parco Regionale delle Dune Costiere da Torre Canne a Torre San Leonardo	Regional Park of the Coastal Dunes from Torre Canne to Torre San Leonardo	regional	non commercial	14	34	17	13
Parco Regionale Monte Rufeno	Monte Rufeno Regional Park	regional	non commercial	16	33	16	9



Parco Regionale Gola della Rossa e di Frasassi	Gola della Rossa and Frasassi Regional Park	regional	non commercial	18	28	23	20
Moen	Moen	EU	non-commercial	10	36	25	12
West Estonian Archipelago	West Estonian Archipelago	EU	non-commercial	11	28	0	0
Slowinski National Park	Slowinski National Park	EU	non-commercial	13	28	18	5
Biosfärprogrammet Sverige	The biosphere program Sweden	EU	non-commercial	11	9	27	9
Biosphärenreservat Mecklenburgisches Elbetal	Biosphere Reserve Mecklenburgisches Elbetal	regional	non-commercial	9	21	23	17
Balaton-felvidéki Nemzeti Park Igazgatóság	the Balaton-felvidéki National Park	national	Non-commercial	14	25	22	13
Örségi Nemzeti Park Igazgatóság	Örség National Park Directorate	EU	Non-commercial	14	37	31	22

Table 3.2.3.1. - Surveyed Management bodies of protected areas

3.2.4. Academic institutions

Academic institutions certainly also represent important stakeholders for education of different stakeholders about the importance of nature conservation for sustainable development. They are also important for further research on the synergy of protected areas of nature and sustainable tourism.

Any further research by the academic institutions on protected areas of nature is of great importance for the conservation and improvement of nature protection and sustainable tourism development. Also, for the academic community, it is important to educate experts who will link the nature protection and development of tourism. Academic communities can also bring effects by verifying the justification and action of the existing measures of action of different stakeholders in protected areas of nature.

It is important to emphasize the high level of cooperation and the dominantly low level of limitations of institutions included in survey, which makes academic institutions idle for further networking. Through the networking of academic institutes in different countries and the exchange of examples of good practices, this project can identify advantages and disadvantages of their involvement by making connections between different stakeholders in protected areas of nature and sustainable tourism (chapter 8.4).

Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non-commercial	Knowledge of CEETO project	Role /impact	Level of cooperation	Limitations
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Interreg REGE (Zachodniopomorski Uniwersytet Technologiczny w Szczecinie)	(West Pomeranian University of Technology in Szczecin)	EU	non-commercial	9	29	0	0
FAMNIT	Faculty of Mathematics, Natural Sciences and Information Technologies	national	non-commercial	15	25	0	0
Sveučilište u Zagrebu, Ekonomski fakultet	University of Zagreb, Faculty of Economics and Business	national	Non-commercial	13	31	26	10
Institut za turizam, Zagreb	Institute for Tourism in Zagreb	national	Non-commercial	15	29	21	10
Fakultet za turističke studije - Turistica	Faculty of Tourism Studies - Turistica	national	non-commercial	14	29	24	12
Ernst Moritz Arndt Universität Greifswald Institut für Geographie und Geologie Nachhaltigkeitswissenschaft und Angewandte Geographie	Ernst Moritz Arndt University of Greifswald Institute of Geography and Geology	regional	non-commercial	7	12	21	14
Lungauer Bildungsverbund	Educational Society Lungau	regional	commercial	7	19	19	17
E.C.O. - Institut für Ökologie ECO	E.C.O. - Institute for Ecology	national/international	commercial	15	23	12	11

Table 3.2.4.1. - Surveyed academic Institutions/Organizations

3.2.5. DMOs

Destination marketing or management organizations are among major stakeholders in tourism development. DMOs evolved from tourism organizations that have a long history, dating back to more than a hundred years ago. The system of DMOs is usually organized into national, regional or local offices. As time went by, their roles and activities have changed under the influence of numerous social and economic trends. Nowadays, destination management organizations in many countries are in charge of ensuring coordination leadership for a destination as well and managing the complexity of the tourism system. DMOs are facilitators of collaboration among stakeholders in a tourism destination and they are responsible for many functions.

DMOs deal with a range of activities relating to tourism information, tourist promotion, tourism product development, etc. With growing competition and the development of tourism market the DMOs should perform a number of tasks in the field of management. The basic areas of DMOs' activity nowadays is



coordination, leadership, promotion of tourism development, provision of services for visitors and cooperation with destination actors. They were previously focused mainly on marketing tasks while today they have more and more management tasks. The latter include coordination between stakeholders, management of tourism infrastructure, conservation and development of tourism resources, managing visitor centres, helping the business sector in destinations etc. The role of DMOs, in the broadest term, includes: to work towards enhancing the well-being of destination residents, to improve quality of the tourism product and to do everything to help ensure that visitors have experiences that are highly memorable.

Today, tourism organizations are facing different challenges: adaptation to technological changes, identification of creative partnership, management of tourist expectations and many others. Effective collaboration among stakeholders in a destination is important because of infrastructural enhancement, development vision, educational requirements and undertaking of various marketing activities. Collaboration takes many forms and can be either formal or informal, e.g. public discussion, focus groups, panel discussion, workshop, etc.

Many countries are faced with the problem of destination management efficiency, and they need to modify their destination management organizations, traditionally focused on destination marketing and promotion. The system of DMOs is usually organized into national tourist offices and regional and local offices. Destination management organizations deal with activities relating to tourism information, tourism promotion, product development, tourism development planning, etc. They are usually non-profit organizations, though sometimes they are formed as public-private partnerships. Due to the fast development of the tourism market and growing competition, marketing is no longer enough, and organizations should perform a number of tasks in the management field. Such tasks include coordination between stakeholders, management of tourism infrastructure, conservation and development of tourism resources, visitor centres, helping the business sector at the destination etc. The role of destination management organizations in broader terms covers the following: to do everything necessary to help ensure that visitors are offered highly memorable travel experiences and to work towards enhancing well-being of locals at the destination.

Overall marketing and management directions are central to overcoming fragmentation amongst stakeholders in a tourism destination. One of the most important and influential networks shaping the industry development refers to connections between local tourism organizations and local government, as well as other government agencies. The number of stakeholders in the process of tourism development is on the rise.

Today, DMOs around the world are faced with many problems - budget cuts in the public sector being among them. There is a need to restructure the tourism organization network with regards to financing and the scope of activities. In many countries the existing forms of DMOs and their functions have lost legitimacy and having well-educated destination managers has become crucial. Another problem refers to human resources. The reason is that work in tourism boards entails many different tasks, requiring varied specialised knowledge and skills. It is extremely important to be able to monitor trends in the environment and carry out promotional, research and other activities that would lead to raising the quality of all aspects of destination product. Nowadays, there are many challenges when it comes to leading, organizing and communicating with stakeholders in a destination. DMOs need to facilitate strong relationships among stakeholders. Stakeholders include city/municipal administration/departments, other tourist communities, private sector, relevant associations and professional associations, government/public companies and institutions, ministries, government bodies etc.

Given the earlier explanation of the role of destination management organizations, it is not surprising that their main strength is the tendency for intensive cooperation as showed from the results of survey. If there is a lack of cooperation, it is not possible to create a comprehensive destination value chain. That is why today's DMOs need to recognize creative partnerships and new ways to succeed. On the other hand, even though one of the main tasks of destination management organizations is strategic planning for tourism development the points recognising the impact of DMO vary from those organizations with less impact



(mostly local level DMOs) to those with generally high level of impact (national and regional DMOs). It is complex due to the interdependence of large numbers of interest groups. However, cooperation in the field of tourism planning is a necessity that needs to be achieved so that all stakeholders are able to bring their vision, develop it and harmonize it with others'. It is also important to highlight that planning of tourism must be integrated with other types of planning in the field of economic and social development.

Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Knowledge of CEETO project	Role /impact	Level of cooperation	Limitations
Tourismuszentrale Rügen e.V.	Tourist Office Rügen e.V.	local	commercial	12	33	0	0
Destinazione Turistica Emilia	Emilia Tourist Destination	regional	non commercial	11	21	36	11
Destinazione Turistica Bologna - Modena	Bologna - Modena Tourist Destination	regional	non commercial	15	28	25	8
Destinazione Turistica Romagna	Romagna Tourist Destination	regional	non commercial	6	15	15	15
Turistička udruga Portorož	Tourist association Portorož	local	non commercial	14	24	23	16
Odjel za turizam u općini Divača	Department for tourism at the Municipalityof Divača	local	non- commercial	9	19	0	0
Općina Hrpelje- Kozina	Municipality of Hrpelje- Kozina	local	non- commercial	11	27	25	20
Slovenska turistična organizacija	Slovenian tourist association	national	non- commercial	13	27	30	14
Hrvatska turistička zajednica	Croatian National Tourist Board	national	Non- commercial	14	33	34	10
TZ Zagrebačke županije	Zagreb County Tourist Board	regional	Non- commercial	14	33	28	13
Direktorat za turizam	Directorate of Tourism	national	non- commercial	8	26	15	11
Tourismusverband Mauterndorf	Mauterndorf Tourist Office	regional	non- commercial	10	20	16	15



Salzburger Land Tourismus GmbH	Salzburger Land Tourism GmbH	regional	non-commercial	11	28	14	18
Ferienregion Lungau	Ferienregion Lungau	regional	commercial	17	26	27	13
Tourismus Lungau	Tourism Lungau	regional	non-commercial	13	15	19	13
Tourismusverband Rügen e.V.	Tourism board Rügen e. V.	local	non-commercial	15	24	22	9

Table 3.2.5.1. - Surveyed destination management organizations

3.2.6. Media

The media industry is an important stakeholder and includes companies that specialize in broadcast content and delivery, including print, Internet, television, radio, and direct mail. In addition, the media help shape consumer attitudes towards projects. Stakeholder media are not identical to “social media” - though ironically, they are more influential in many cases. Certainly, social media such as Facebook may be used by stakeholder groups, but the primary purpose of stakeholder media is not to make friends. Stakeholder media drive solutions to perceived issues.

Despite the importance of media, only one took part in the survey, which, unfortunately, speaks about the necessity of more intensive interaction with stakeholders in the field of media, to attract their attention. The most important element in assessing the importance of the media is the category of project knowledge, with the greater media knowledge, the greater the visibility of the project.

Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non-commercial	Knowledge of CEETO project	Role /impact	Level of cooperation	Limitations
Lepida TV		regional/national	commercial	15	16	18	14

Table 3.2.6.1. - Surveyed media

3.2.7. Important tourism businesses

Tourism businesses are also significant stakeholders, especially with regards to their proactivity in developing innovative content. These facilities, combined with public sector activities, can be crucial for more intensive tourism development. However, tourism businesses are often motivated by quick profit, which in no way can be a good determinant for the development of sustainable tourism in protected areas.

Tourist companies that participated in the survey range from presentation centre, across agencies to accommodation facilities. Most have a somewhat lower level of overall impact on the development of tourism and protection of the area in which they operate but are prone to cooperation. The level of limitations that might affect their more active involvement in the project varies significantly from subject to subject.



Institution/ Organization/ company name	Name in English	Stakeholders level	Commercial /non- commercial	Knowledge of CEETO project	Role /impact	Level of cooperation	Limitations
Marint Kunskapscenter	Marine Knowledge Center	EU	commercial	12	24	24	7
Discover Rügen GmbH & Co.KG	Discover Rügen GmbH & Co.KG	local	commercial	14	25	0	0
im-jaich Marina Lauterbach und Wasserferienwelt Rügen	Water Holiday and sports marina "im- jaich" Lauterbach	local	commercial	11	22	21	14
AIGAE	AIGAE	regional/n ational	commercial	14	27	21	13
GO PORTOROŽ	GO PORTOROŽ	local	Commercial	11	19	24	18
Appennino Slow	Appennino Slow	regional	commercial	16	27	22	12
CONFCOOPERATIVE	CONFCOOPERATIVE	regional/n ational	commercial	16	23	23	8

Table 3.2.7.1. - Surveyed tourism businesses/companies

3.3. Stakeholders relevance and impacts by country

A survey of potential stakeholders was carried out primarily with the intention of identifying the next set of stakeholders whose further involvement in the CEETO Network would have multiple benefits for both the project and the stakeholders. Based on the survey, it was attempted to determine:

- knowledge of stakeholders on the CEETO project,
- stakeholder influence (role and strength),
- level of cooperation,
- Limitations.

For each country involved in the project, the potential stakeholders which replied on the survey, as well as stakeholders at the EU / international level were individually listed. The values that show the influence of the stakeholders are on x-axis, and on the y-axis are values which represent the levels of stakeholder cooperation. At the same time the colour of stakeholders reflects the degree of stakeholder's limitations, and forms show the degree of knowledge about the CEETO project.

Given the influence and cooperation of the stakeholders, they are divided into four quadrants:

- - Green quadrant - the greatest potential for a member of the CEETO Network



- - Blue quadrants (x2) - medium potential for a member of the CETO Network
- - Red quadrant - the smallest potential for a member of the CEETO Network

Furthermore, evaluated stakeholders are marked with colour and with object forms:

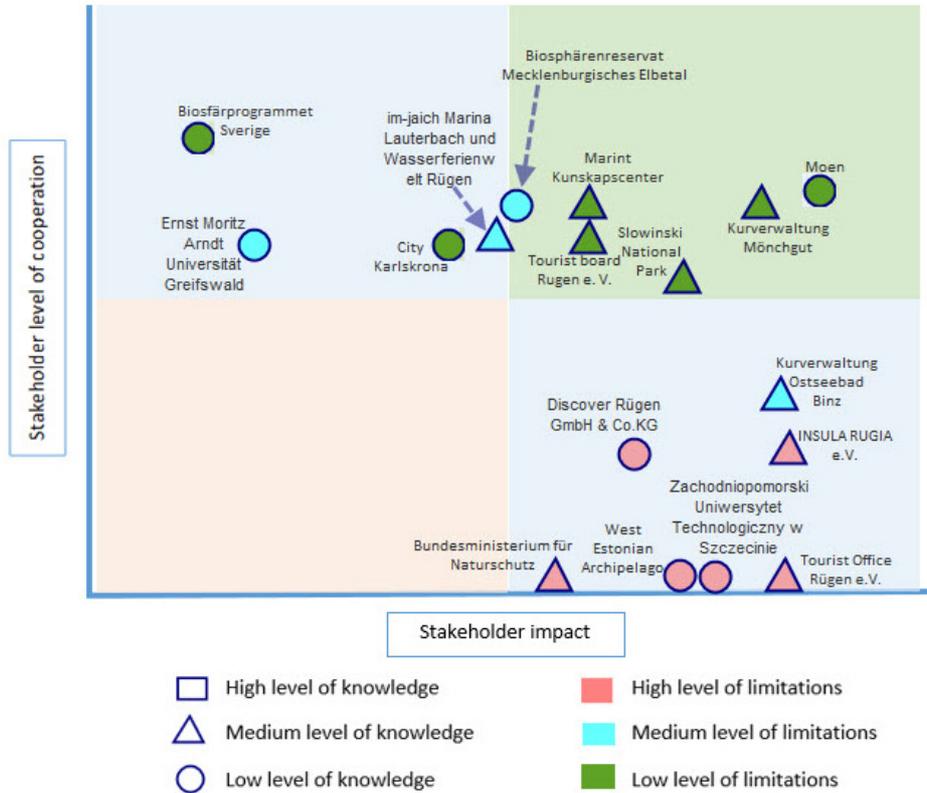
1. Stakeholders in **green quadrant** and marked with: blue or green rectangle and green triangle are - CRUCIAL stakeholders ( ;  ; )
2. Stakeholders in **green quadrant** and marked with: red rectangle, blue triangle and green circle are - IMPORTANT stakeholders ( :  ; )
3. Stakeholders in **blue quadrants** and marked with blue or green rectangle and green or blue triangle are IMPORTANT stakeholders ( ;  ;  ; )
4. Stakeholders in **green quadrant** and marked with: red triangle, blue circle are POTENTIALLY IMPORTANT stakeholders ( ; )

Given that all stakeholders did not respond to the survey in the tables below the map, several more stakeholders per country were emphasized (5 to 10), which by their significance and influence belong to the green quadrant and their inclusion in the CEETO Network would be extremely important. Their failure to participate in the survey of potentials can be the consequence of the complexity of the organization structure, which is why communication is difficult, but direct contact in the future will certainly be necessary.



3.3.1. Germany

3.3.1.1. Stakeholders mapping for - PP06 - Authority for the Biosphere Reserve Southeast-Rügen

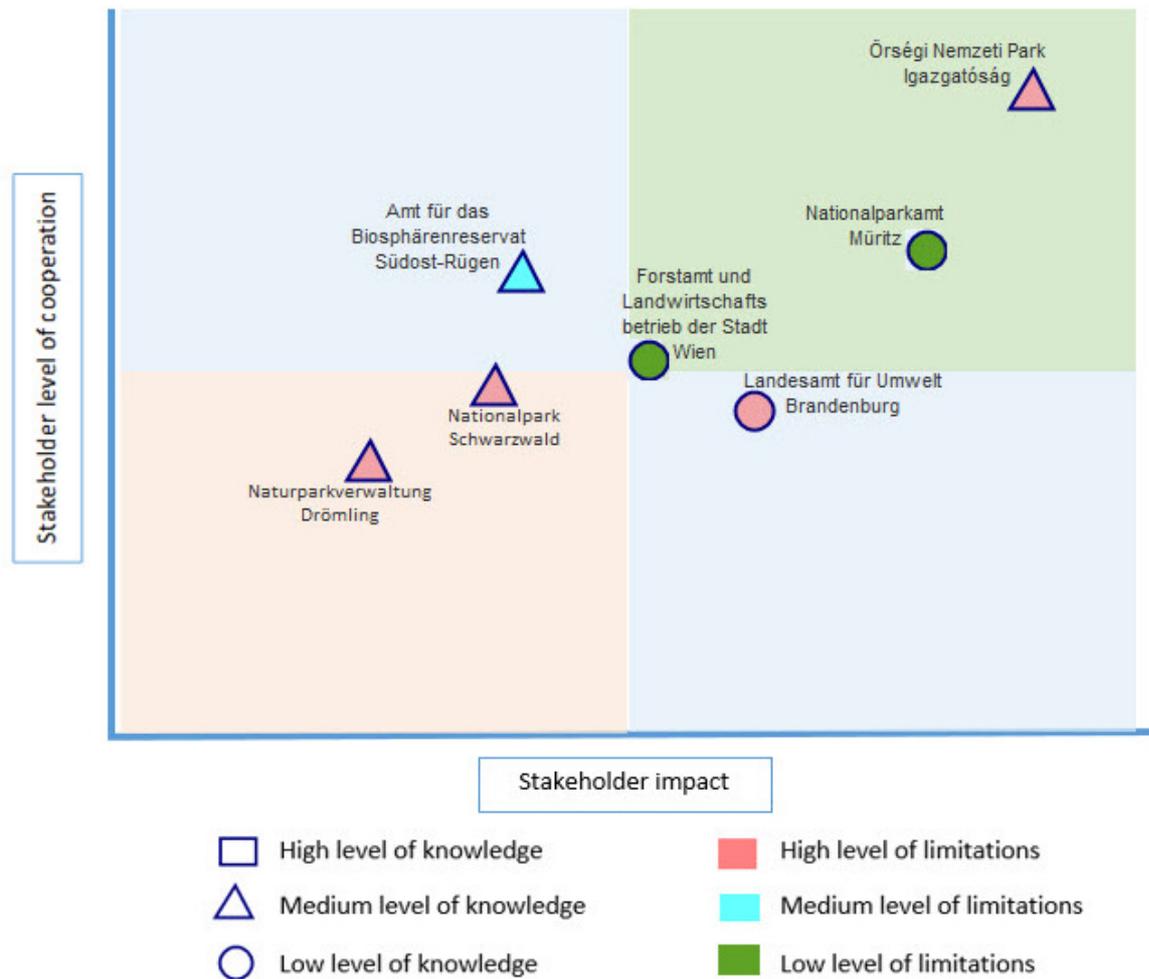


Institution/ Organization/ company name ²	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder
Kurverwaltung Ostseebad Binz	Spa administration Ostseebad Binz	local	commercial	Tourism business
Strandhotel Baabe	Beach Hotel Baabe	local	commercial	Tourism business
Klimaschutzmanager Landkreis Vorpommern-Rügen	Climate Protection Manager Landkreis Vorpommern-Rügen	regional	non-commercial	Governmental Institution
Landurlaub MV - e.V.	Country holiday Mecklenburg-Vorpommern	regional	non-commercial	NGO
Interreg REGE (Universität Greifswald)	Interreg REGE (University of Greifswald)	regional	non-commercial	Academia
Deutscher Tourismusverband e. V. (DTV)	DTV - German Tourism Association	national	non-commercial	DMO
Ministerium für Landwirtschaft und Umwelt Mecklenburg-Vorpommern	Ministry of Agriculture and the Environment	national	non-commercial	Governmental Institution
EU -ecolabel.de		EU	non-commercial	other

² Given that all stakeholders did not respond to the survey, several more stakeholders per country were emphasized (5 to 10), which by their significance and influence belong to the green quadrant and their inclusion in the CEETO Network would be extremely important.



3.3.1.2. Stakeholders mapping for - PP02 - EUROPARC Federation



Institution/ Organization/ company name ³	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder
Nationalpark O.ö. Kalkalpen GmbH	Upper Austrian Kalkalpen National Park (Ltd.)	local	Non-commercial	PA - management body
Amt der Salzburger Landesregierung Referat 13/03 - Nationalparkverwaltung	Agency of the Salzburg Federal Government	local	Non-commercial	Governmental organisation
MSc "Management of PA - management bodies" Institut für Unterrichts- und Schulentwicklung Alpen-Adria-Universität Klagenfurt	MSc "Management of PA - management bodies" Institut für Unterrichts- und Schulentwicklung Alpen-Adria-Universität Klagenfurt	regional	Non-commercial	Academia

³ Given that all stakeholders did not respond to the survey, several more stakeholders per country were emphasized (5 to 10), which by their significance and influence belong to the green quadrant and their inclusion in the CEETO Network would be extremely important.

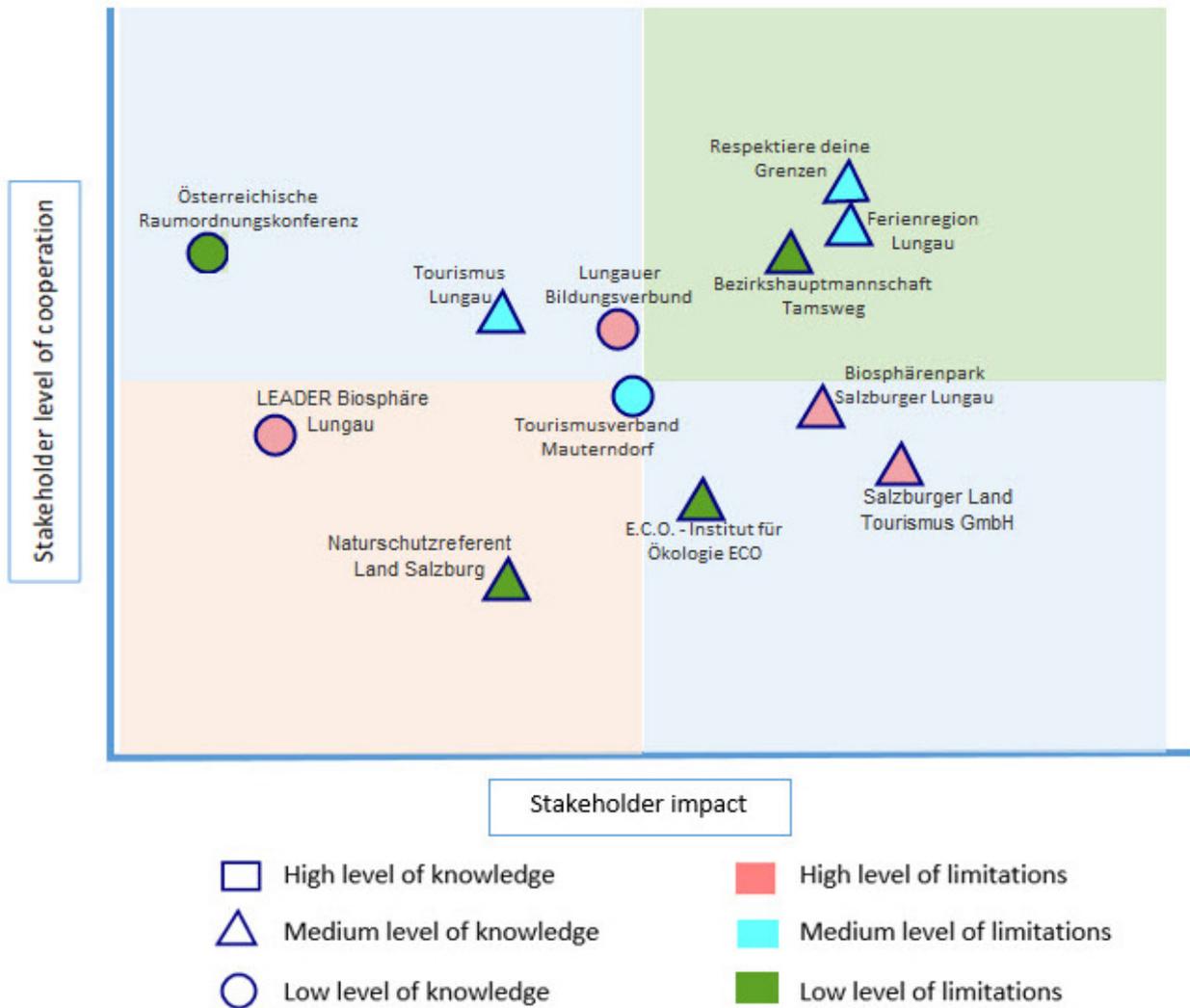


Institution/ Organization/ company name ³	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder
Hessisches Ministerium für Umwelt, Klimaschutz, Landwirtschaft und Verbraucherschutz	Hessian Ministry of the Environment, Climate Protection, Agriculture and Consumer Protection	regional	Non-commercial	Regional agency
Nationalpark Donau-Auen GmbH	Donau-Auen National Park (Ltd.)	national	Non-commercial	PA - management body
Bundesministerium für Land- und Forstwirtschaft	Federal Ministry of Agriculture, Forestry,	national	Non-commercial	Governmental organisation
Verband der Naturparke Österreichs (VNÖ)	Association of Austrian Nature Parks (VNÖ)	national	Non-commercial	NGO
Umweltstiftung WWF-Deutschland	WWF Germany	national	Non-commercial	NGO
Tatrzański Park Narodowy	Tatra National Park	EU	Non-commercial	PA - management body
Związek Pracodawców Parków Narodowych	Polish National Parks Association	EU	Non-commercial	NGO



3.3.2. Austria

3.3.2.1. Stakeholders mapping for - PP03 - Regionalverband Lungau



Institution/ Organization/ company name ⁴	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder
UBA Umweltbundesamt	Environmental Agency Austria	national	non-commercial	Governmental institution
MAB Nationalkomitee	MAB National Committee	national	non-commercial	Academia
Naturschutzbund Österreich	Austrian Nature Conservation Association	national	non-commercial	NGO
Biosphärenpark Großes Walsertal	UNESCO Biosphere Reserve Großes Walsertal	regional	non-commercial	Management body

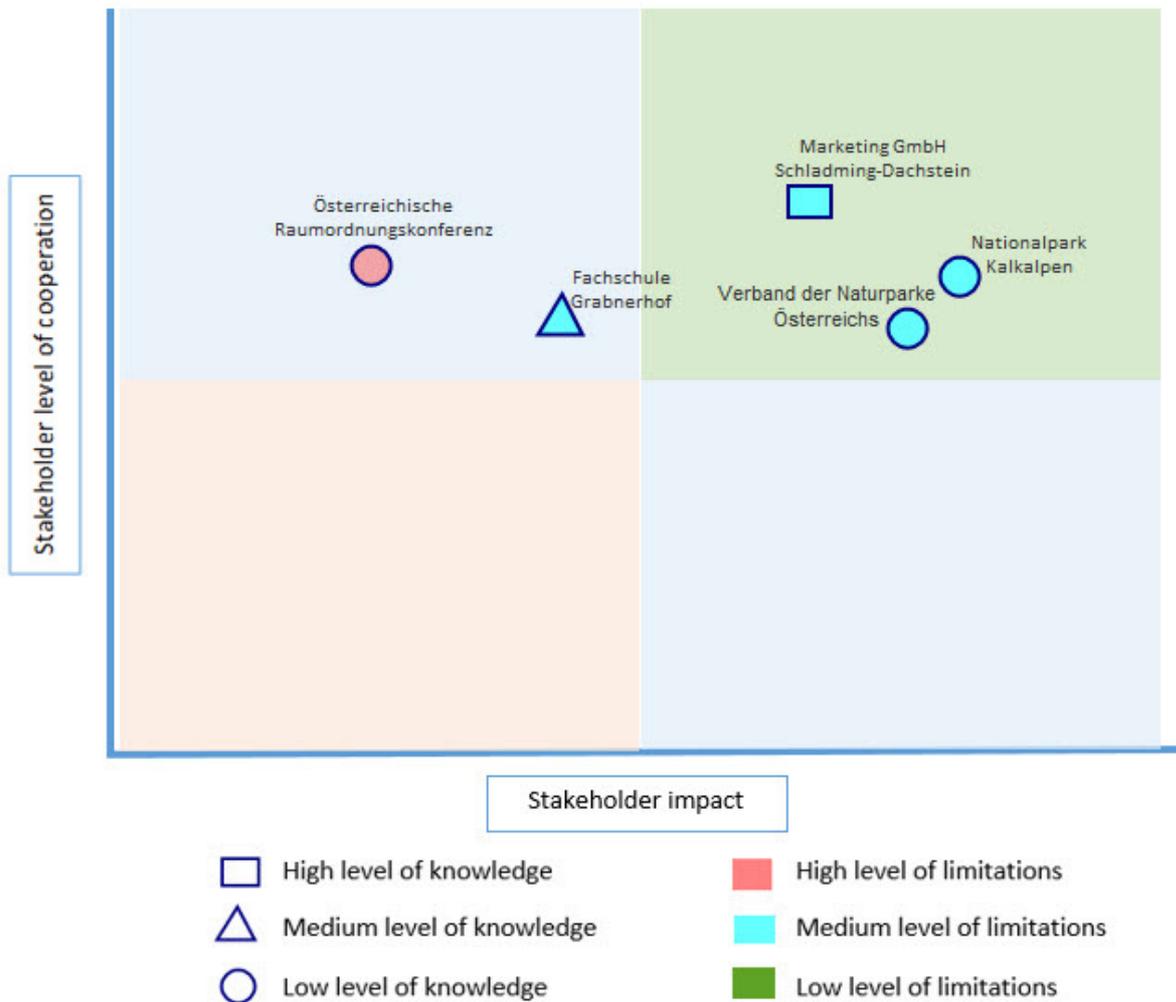
⁴ Given that all stakeholders did not respond to the survey, several more stakeholders per country were emphasized (5 to 10), which by their significance and influence belong to the green quadrant and their inclusion in the CEETO Network would be extremely important.



Institution/ Organization/ company name ⁴	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder
Tourismusschule Salzburg GmbH	Tourism schools of Salzburg GmbH	national/regional	non- commercial	Academia
Land Salzburg - Referat Naturschutzgrundlagen und Sachverständigendienst	Department of Nature Conservation and Expertise	regional	non- commercial	Governmental institution
Nationalpark Hohe Tauern / Kärnten	Hohe Tauern National Park Carinthia	local	Non- commercial	Management body
Nationalpark Hohe Tauern Salzburg	Hohe Tauern National Park Salzburg	local	Non- commercial	Management body
Salzburg 24	Salzburg 25	local	commercial	Media
Salzburger Fenster	Salzburger Fenster	local	commercial	Media



3.3.2.2. Stakeholders mapping for - PP04 - Soelktaeler Nature Park



Institution/ Organization/ company name ⁵	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder
CIPRA Österreich	International Commission for the Protection of the Alps, CIPRA Austria	EU	Non - commercial	NGO
UBA (Umweltbundesamt)	Austrian environmental agency	national	Non - commercial	Governmental institution
Fachschule Grabnerhof	Regional school for forestry and agriculture Grabnerhof	regional	Non - commercial	Academia
Netzwerk Naturschutz und ländliche Entwicklung (Amt der Steiermärkischen Landesregierung, Fachabteilung 13C, Fachstelle Naturschutz)	Network Nature Conservation and Rural Development (Department 13C, Department of Nature Conservation)	regional	Non - commercial	Governmental institution

⁵ Given that all stakeholders did not respond to the survey, several more stakeholders per country were emphasized (5 to 10), which by their significance and influence belong to the green quadrant and their inclusion in the CEETO Network would be extremely important.

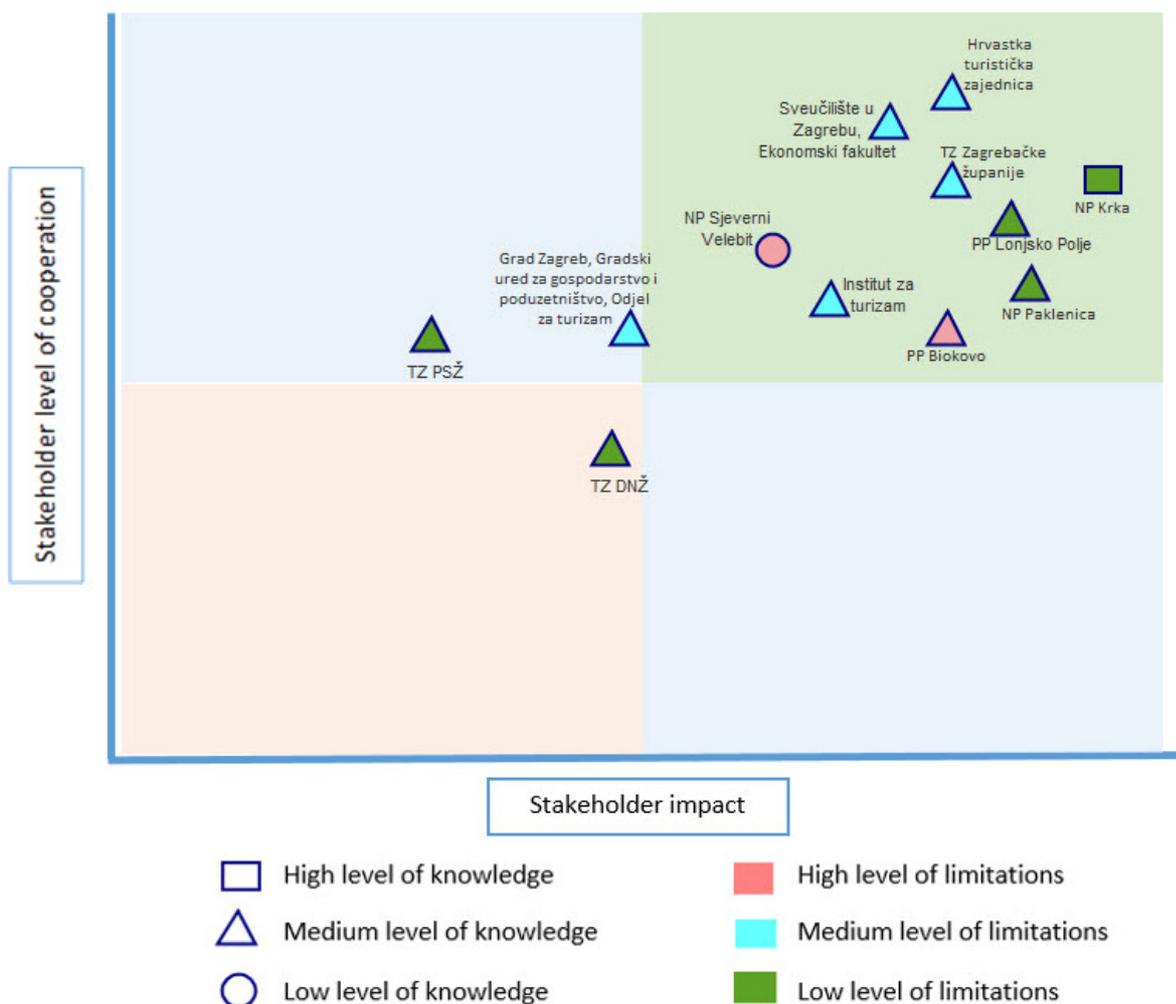


Institution/ Organization/ company name ⁵	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder
Steirischer Bauernbund	Styrian Farmers Association	regional	Non - commercial	NGO
BMLFUW	Federal Ministry for Sustainability and Tourism	national	Non - commercial	Ministry
Forstbetrieb Colloredo Mannsfeld , Forstamt Gstatt	Forest holding	regional	commercial	Private landowner



3.3.3. Croatia

3.3.3.1. Stakeholders mapping for - PP09 - Public institution Nature Park Medvednica and PP11 - WWF ADRIA - Association for Nature Protection and Biodiversity Conservation



Institution/ Organization/ company name ⁶	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder
Općina Bistra	Municipality of Bistra	regional/local	Non-commercial	Governmental Institution
Ministarstvo zaštite okoliša i energetike, Uprava za zaštitu prirode	Ministry of Environment and Energy, Directorate for Nature Protection	national	Non-commercial	Governmental Institution
Turistička zajednica Grada Zagreba	City of Zagreb Tourist Bord	regional	Non-commercial	DMO
Planinarski savez Zagreba	Zagreb Mountain Association	local	Non-commercial	NGO

⁶ Given that all stakeholders did not respond to the survey, several more stakeholders per country were emphasized (5 to 10), which by their significance and influence belong to the green quadrant and their inclusion in the CEETO Network would be extremely important.

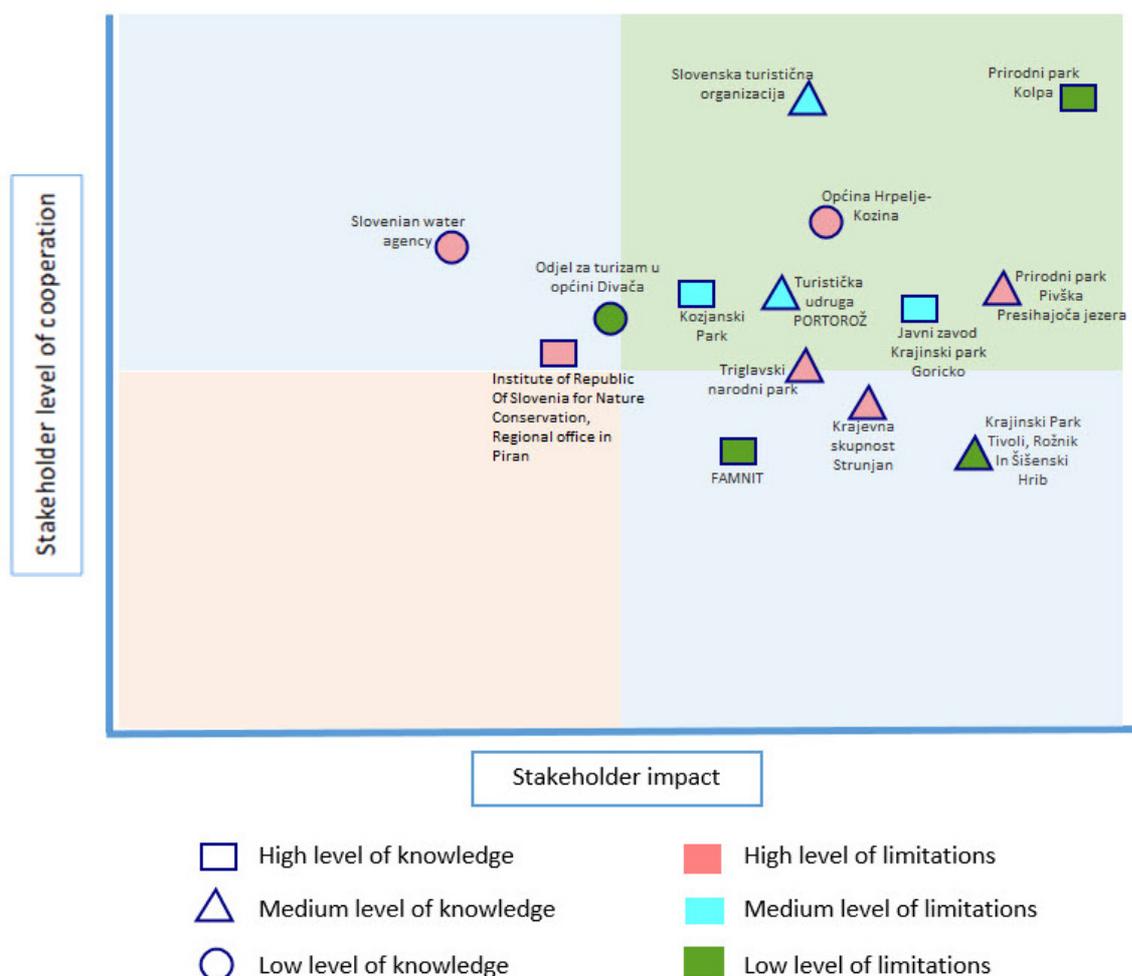


Institution/ Organization/ company name ⁶	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder
Ugostiteljski objekt Vidikovac- Sljeme	Hospitality facility Vidikovac - Sljeme	local	Commercial	Tourism business
Hotel Tomislavov dom	Hotel Tomislavov dom	local	Commercial	Tourism business
Ministarstvo kulture	Ministry of Culture	national	Non- commercial	Governmental Institution
Ministarstvo turizma	Ministry of Tourism	national	Non- commercial	Governmental Institution
Hrvatska turistička zajednica - glavni ured	Croatian Tourist Board - Main office	national	Non- commercial	DMO
Hanza Media - Jutarnji list i Slobodna Dalmacija	Hanza Media - Jutarnji list & Slobodna Dalmacija	national	Commercial	Media



3.3.4. Slovenia

3.3.4.1. Stakeholders mapping for - PP10 - Public institute Landscape park Strunjan and- PP08 - Regional development center Koper



Institution/ Organization/ company name ⁷	Name in english	Stakeholder s level	Commercial /non-commercial	Type of stakeholder
Krajinski park Strunjan	Landscape park Strunjan	local	non-commercial	PA - managment body
Nacionalni inštitut za biologijo	National Institute of Biology	national	non-commercial	Academia
Fakultet za humanističke studije	Faculty of Humanities Koper	national	non-commercial	Academia
Fakultet za turističke studije - Turistica	Faculty of Tourism Studies - Turistica	national	non-commercial	Academia

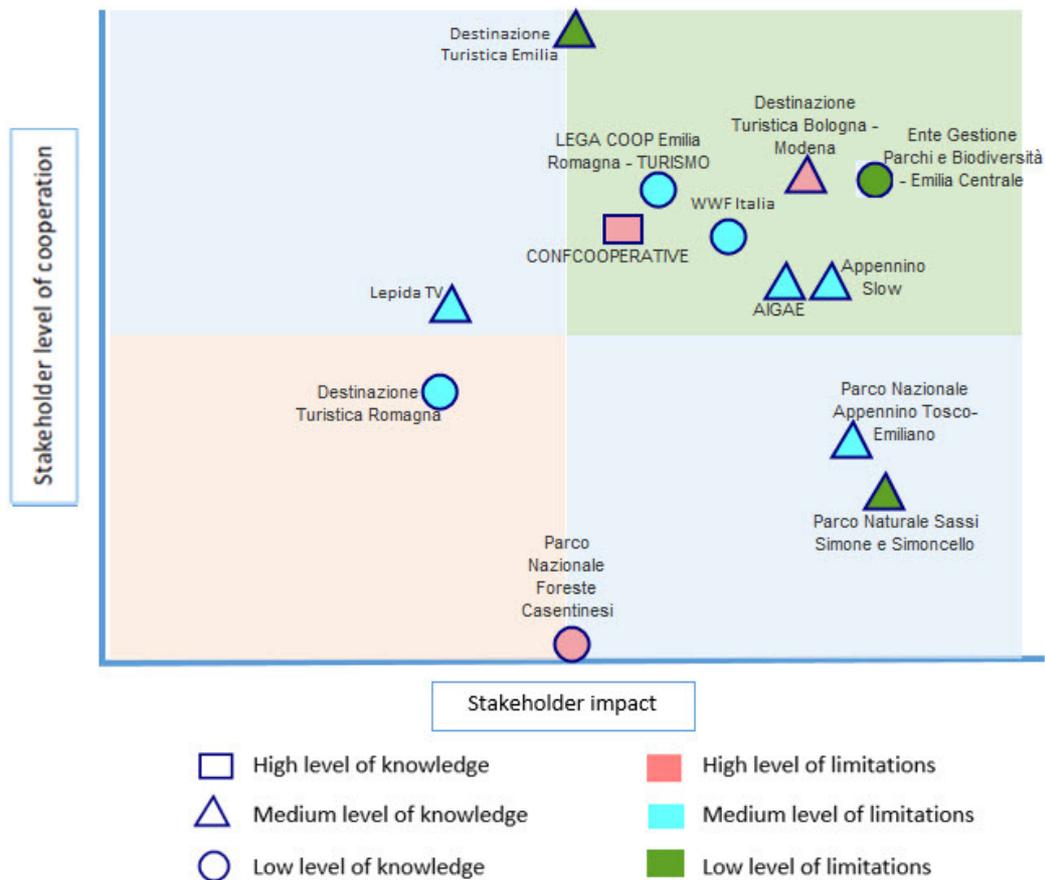
⁷ Given that all stakeholders did not respond to the survey, several more stakeholders per country were emphasized (5 to 10), which by their significance and influence belong to the green quadrant and their inclusion in the CEETO Network would be extremely important.



Institution/ Organization/ company name ⁷	Name in english	Stakeholder s level	Commercial /non-commercial	Type of stakeholder
Kulturno izobraževalno društvo PiNA		local	non-commercial	NGO
NAREDI NEKAJ ZA NARAVO		regional	non-commercial	NGO
Regionalna razvojna agencija ZELENI KRAS	RDA Green Karst	regional	non-commercial	Managment body
Slovenska novinska agencija	Slovenian Press Agency	national	Commercial	Media
Planet TV / RRC KOPER & KPS	Planet TV / RRC KOPER & KPS	national	Commercial	Media

3.3.5. Italy

3.3.5.1. Stakeholders mapping for - LP - Emilia-Romagna Region - Protected Areas, Forestry and Mountains Development Department

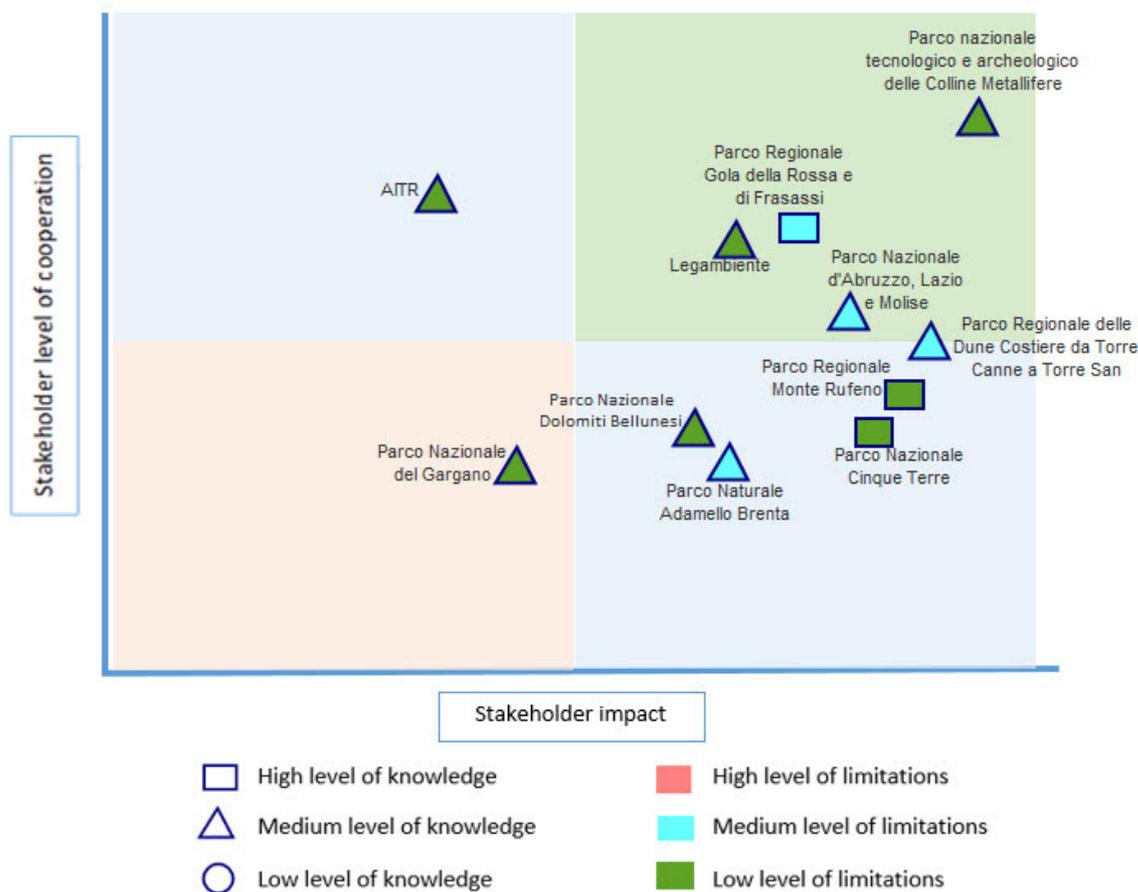




Institution/ Organization/ company name ⁸	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder
Regione Emilia Romagna - Servizio Aree Protette, Foreste e Sviluppo della Montagna	Emilia Romagna Region - PA -management body, Forests and Mountain Development Department	regional	non commercial	Management Body
Regione Emilia Romagna - Assessorato Turismo e Commercio - Servizio turismo e commercio	Emilia Romagna Region - Tourism and Trade Board - Tourism and Trade Department	regional	non commercial	Management Body
Rete di educazione alla sostenibilità (RES)	Sustainability Education Network	regional	non commercial	Governmental body
Rete RES (Sustainability Education Centers)	Rete RES (Sustainability Education Centers)	local	non commercial	Governmental body
ENGEA - Ente Nazionale Guide Equestri Ambientali	National Body for Equestrian Environmental Guides	national/regional/local	commercial	other
ETSI - Ente Turistico Sociale Italiano - Emilia Romagna		national/regional/local	commercial	other
Associazione Nazionale Città dell'Olio	National Association of Oil Cities	national	commercial	NGO
Touring Club Italiano		national	commercial	NGO
Rai 3		national	commercial/public	Media (TV)
TeleRomagna		regional/national	commercial	Media (TV)

⁸ Given that all stakeholders did not respond to the survey, several more stakeholders per country were emphasized (5 to 10), which by their significance and influence belong to the green quadrant and their inclusion in the CEETO Network would be extremely important.

3.3.5.2. Stakeholders mapping for - PP07 - The Italian Federation of Parks and Nature Reserves - Europarc Italy



Institution/ Organization/ company name ⁹	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder
TSM - Trento School of Management	TSM - Trento School of Management	regional	non commercial	Academia
IUCN European Regional Office	IUCN International Union for Conservation of Nature	EU/national	Non-commercial	NGO
Alparc	Alparc	EU/national	Non-commercial	NGO
Italia Agenzia Nazionale Turismo	Italian National Tourist Board	national	Non-commercial	DMO
Outdoor Travel	Outdoor Travel	national	commercial	Tourism business

⁹ Given that all stakeholders did not respond to the survey, several more stakeholders per country were emphasized (5 to 10), which by their significance and influence belong to the green quadrant and their inclusion in the CEETO Network would be extremely important.



3.3.6. Hungary

3.3.6.1. Stakeholders mapping for - PP05 - NIMFEA Environment and Nature Conservation Association



Institution/ Organization/ company name ¹⁰	Name in English	Stakeholders level	Commercial /non-commercial	Type of stakeholder
Hortobágy National Park Directorate	Hortobágy National Park	national	Non-commercial	PA-management body
Földművelésügyi Minisztérium Természetmegőrzési Főosztály	Ministry of Agriculture Nature Conservation Department	national	Non-commercial	National Agency
Turizmus online	Turizmus online	regional	Commerical	Media
Magyar Turisztikai Ügynökség	The Hungarian Tourism Agency	national	Non-commercial	National Agency
Magyar Natúrpark Szövetség	Hungarian Nature Park Association	national	Non-commercial	National Agency

¹⁰ Given that all stakeholders did not respond to the survey, several more stakeholders per country were emphasized (5 to 10), which by their significance and influence belong to the green quadrant and their inclusion in the CEETO Network would be extremely important.



Institution/ Organization/ company name ¹⁰	Name in English	Stakeholders level	Commercial /non- commercial	Type of stakeholder
Magyar Természettudomány múzeum	Hungarian Natural History Museum	national	Non-commercial	Other associations
SEED Kisvállalkozás- fejlesztési Alapítványt	SEED Small Business Development Foundation	regional	Non-commercial	NGO
Ökológiai Intézet	Ecological Institute for Sustainable Development	national	Non-commercial	Academia
Magyar Turisztikai Desztináció Menedzsment Szövetség	Hungarian Tourist Destination Management Association	national	Non-commercial	Tourism bussiness



3.3.7. EU Level

Institution/ Organization/ company name ¹¹	Stakeholders level	Commercial /non-commercial	Type of stakeholder
WWF World Wildlife Fund	international	Non-commercial	NGO
IUCN International Union for Conservation of Nature	international	Non-commercial	NGO
EEA European Environmental agency	EU	Non-commercial	Governmental body
Alparc	EU	Non-commercial	NGO
EUROPARC	EU	Non-commercial	NGO
Dinarc Arc parks	EU	Non-commercial	NGO
International Commission for the Protection of the Alps, CIPRA	EU	Non - commercial	NGO
EURONATUR - Foundation for European Natural Heritage	EU	Non-commercial	NGO
Green Travel Media	EU	Commercial	Media
National Geographic	EU	Commercial	Media
UNWTO (World Tourism Organization)	EU	Non-commercial	NGO

¹¹ Given that all stakeholders did not respond to the survey, several more stakeholders per country were emphasized (5 to 10), which by their significance and influence belong to the green quadrant and their inclusion in the CEETO Network would be extremely important.



4. LESSONS LEARNED FROM THE MAPPING PROCESS

Having in mind the complexity of the mapping process, which involved a large number of partners and therefore a huge number of stakeholders, these are some basic things learned during the process:

1. It is very important to learn from past and ongoing engagements: Look at your organization's existing engagement activities. What are the objectives of these activities? Which stakeholders communicate regularly with your company? Which groups do they cover well? The emphasis must always be on the stakeholders with whom the previous cooperation has already been realized.
2. Be forward thinking: Consider potential stakeholders from new markets, areas of activities, new technologies, and new impending regulations. For example, if it is a partner from the nature protection area, it is crucial to connect with stakeholders in the field of tourism (commercial and non-commercial). Through the exchange of ideas, it is possible to get better solutions. Depending on objectives, the relevant stakeholders you need to engage with may not play the usual sustainability roles but may instead serve other functions relevant for CEETO project dissemination.
3. Be diverse: Make sure to include a rich diversity of stakeholder expertise, geography, and tactics from across the spectrum. This is an opportunity to reach out and mix the old with the new, including stakeholders from other regions and/or states.
4. Be aware: People have a tendency to focus on formal authorities in the mapping process, but the loudest voices or heaviest campaigners are not necessarily your key stakeholders. Step back and add silent members to your list because they may have a hidden wealth of expertise.
5. Be realistic: it is not to be expected that all stakeholder members will be active members of the network. Greater chances of inclusion are presented in Chapter 3.3, however, self-evaluation is often overoptimistic. Therefore, it is essential to focus on those stakeholders who show further interest in the first phases of the activities set out in the Strategic Agenda (8).
6. Communication through virtual assets can be very slow and full of obstacles, which can be a product of lack of interest, lack of good aiming in the mapping process or it can be caused by technical obstacles. It is important to recognize the obstacle and make an effort to manage it. It is important to bear in mind that all obstacles for each stakeholder cannot be solved.
7. Understanding the importance to be involved in further networking can be insufficient. There is a need for clearing potential misunderstanding, which can be done only through time consumption activities.



5. CONCLUSIONS

The need of detecting the influence of stakeholders is a high priority, therefore it is important to avoid under (or over) estimating of their impacts and relevance. Stakeholders with high levels of influence on project, and as well by project need to be identified and given high priority at the outset. All stakeholders are not created equal. Some have the potential to generate a much greater impact on the project than others. Using a matrix which maps stakeholders according to their influence, relevance and limitations allows us to create a picture of stakeholders' level of involvement and therefore the type of engagement that we need to have with them. This builds the understanding of what motivates stakeholders and how to win them around.

Therefore, 4 main categories of impact/relevance for CEETO project stakeholders have been recognized:

1. Current knowledge of the CEETO project
2. Role in sustainable tourism and ecotourism development
3. Existing level of cooperation
4. Limitations

Given the complexity of stakeholder recognition, the method of stakeholder survey research has been used to recognize the overall potential of stakeholders to become part of the CEETO Network.

A total of 630 potential stakeholders were identified (Chapter 3.1).

Through the analysis of the stakeholders using the stakeholder survey (Chapter 3.3) and the expert opinion / communication with CEETO project partners (tables in chapter 3.3) found that in the preliminary phase the CEETO stakeholders' Network should include:

- **94 stakeholders** (based on surveys), of which **47 are crucial stakeholders**:

- **Germany - 24 (9 crucial); Austria - 17 (6 crucial); Croatia - 12 (7 crucial); Slovenia - 14 (8 crucial); Italy - 24 (15 crucial); Hungary - 3 (2 crucial)**

- **89 stakeholders** isolated on the basis of expert assessment, consultation with CEETO project partners and taking into account the principle of involvement of as many stakeholders from different groups:

- **Germany - 18; Austria - 17; Croatia - 10; Slovenia - 9; Italy - 15; Hungary - 9;**

EU/international - 11

Ultimately, this does not mean that other stakeholders recognized in the preliminary stage have no possibility of joining the CEETO Network. Due to limited resources for communication (which will be explained in the Strategic Agenda (Chapter 8.)), in preliminary stages of Network building selected stakeholders should be targeted.



6. RECOMMENDATIONS FOR NETWORKING

Networking and stakeholder collaboration are important in all aspects of business activities. However, in the development of sustainable tourism products they are extremely important. Without good cooperation between various public and private sector stakeholders in the destination, the tourist offer cannot be created. Networking is a vital component for the tourism destination development. When referring to the development of sustainable tourism, establishing a network is even more important because it provides a single meeting place for both conservation and use of natural resources. **Therefore, we suggest forming of a CEETO project stakeholder's network based on communication via the CEETO online platform and a wide mailing list.** The network should be composed of stakeholders recognized as crucial in maps and tables of stakeholders outlined because of their significance (chapter 3.3.). However, network and Strategic Agenda activities planned for them (chapter 8.) should not be limited only to crucial stakeholders but can be expanded to other stakeholders (chapter 3.1) as well.

There are many benefits from networking, such as: strong connections and helping one another in finding opportunities to develop innovative sustainable tourism/ ecotourism products, getting fresh ideas, because such a network can be a source of new perspectives and ideas. A wide network means broader access to new and valuable information for participating stakeholders. It is also important to highlight that different stakeholders mean different perspectives. Exchanging information can sometimes contribute to understanding local idiosyncrasies and differences. The point of networking in tourism is to develop professional relationships, share ideas and provide support, but also to stimulate and accelerate tourism development in a way that is sustainable in the long term.

Furthermore, interactions between stakeholders' lead to an increase in knowledge, because involving more people and organizations creates a 'spiral' of knowledge. The network is especially useful for 'small' organizations because membership allows them access to the necessary information and knowledge. Finally, the main advantage of the network is to create synergy.

There are many ways to improve networking and cooperation among stakeholders. One of the forms is to create a formal stakeholder group/body that would include key stakeholder representatives from each country. This formal group could develop a plan of activities to strengthen cooperation. To strengthen the network, it is necessary to promote it and to continuously inform members of the benefits of active participation in the network, which can easily be done through mailing list and newsletter distribution, on a basic level of informing. However, network should have two-way communication. Therefore, it is important to engage personal communication on all levels, both formal and informal.

Formal channels would be focused on CEETO network platform (potentially also on B2B platform -where resources will enable it in future), formal in person presentations (for example to governmental bodies) and trough formal reports and letters.

Informal channels of networking would be based on local workshops, filed trips and filed classes, webinars (of CEETO platform and other relevant topics), discussion as a part of CEETO network platform (potentially) and trough communication via social networks. Personal communication on site (in pilot areas) is the most important media regarding the intensity and quality of communication and should be frequently used especially on local level (since it is an expensive on other levels). Informal forms of cooperation also relate to all the occasional activities that stakeholders engage in for the purpose of cooperation. This cooperation takes place occasionally, can be between two or more network participants, may be between public and private sectors, both public and public or private and private. The network develops depending on the needs of its members.

The CEETO Network must necessarily be conceived on a horizontal and vertical exchange of information. In doing so, in the initial phases of the network, focus should be on the horizontal level, especially at the local level in order to establish local partnerships and the establishment of specific activities among stakeholders,



and to develop joint local sustainable tourism products. These are the primary elements of the network, where personal communication is crucial.

After that phase it is necessary to link all established horizontal partnerships and practices to the wider network on local and regional level - secondary network. Finally, an integral network, based on formal communication with two-way information exchange (top-down and bottom up) needs to be formed. Integrated network is the goal of the networking process and should be coordinated by selected national representatives/bodies.

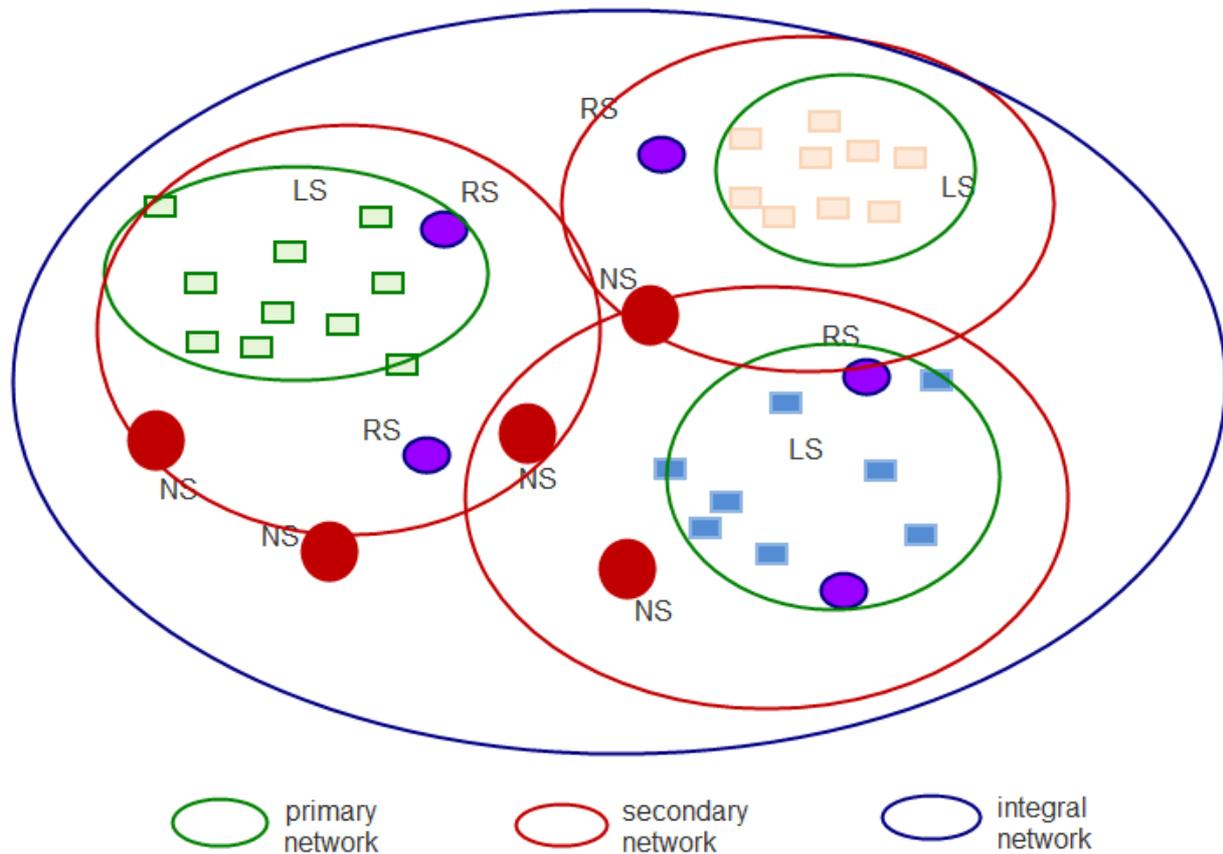


Figure 2. - CEETO Network Shema¹²

Concerning the specific benefits of networking in the project operating period we can reduce them to short-term (one-year) and long-term benefits.

Short-term are:

- integration of knowledge exchange and establishment of knowledge sharing system through CEETO platform;
- increasing the visibility of the project as well as its products;
- forming a clearer picture of the best ways of communication in the network.
- long-term benefits include:
 - conceiving and sharing the collected knowledge in the network;
 - established communication channels on local, regional and international levels.

¹² LS - local stakeholders, RS - regional stakeholders, NS - national stakeholders



7. CEETO STRATEGIC AGENDA FOR NETWORKING, KNOWLEDGE TRANSFER AND EXCHANGE (D.T4.2.2)

Knowledge management is of special interest to academics and practitioners worldwide. This affects all the areas of activities of companies. In addition, in the field of project management, it is of the highest importance. The processes related to knowledge identification, capturing, developing, sharing, and using it (Davenport, 1994) in projects are of the highest significance, especially in multi-project environments. There are several models of knowledge transfer. This issue is especially challenging if we want to identify and capture the knowledge which is in the possession of individuals and is the result of their experience. On the other hand, even if we fill the data repository with, for example, the outsourced standards, there are other types of difficulties connected with transferring this codified knowledge into the designated places.

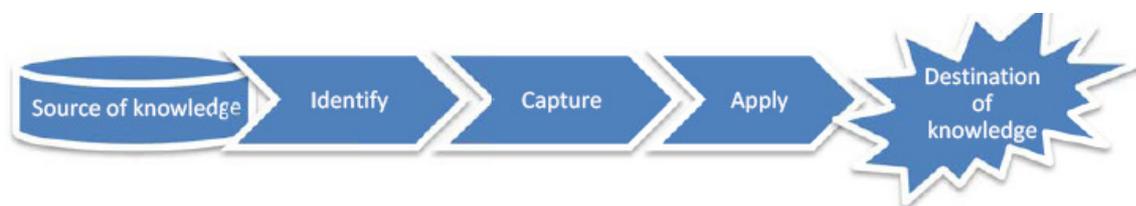


Figure 3. Simplified steps in project knowledge transfer.

The knowledge in managing projects can be associated with (Gasik, 2011):

- Individual level - At this level, knowledge is needed in most cases to perform a single task by any person involved in project work.
- Project level - The knowledge associated at this level is more about utilizing it in order to fulfil the goals of a single project.
- Organizational level - At the organizational level, it is more about managing programs or groups of projects.

Due to the complexity of the CEETO project, all levels have got to be considered, especially since interaction with stakeholders depends highly on their motivation to be a part of a project. Therefore, four main types of stakeholders can be listed:

1. Stakeholders who will predominantly use the knowledge from the CEETO project
2. Stakeholders who will predominantly contribute to the knowledge of the CEETO project
3. Stakeholders creating policies
4. Stakeholders who disseminate the knowledge gained through the CEETO project

Therefore, the activities in this Strategic Agenda are divided taking into consideration the determined types of stakeholders and they focus on the following:

- Activity implementation time
- Activity potential holder and stakeholders
- Activity description
- Activity objectives
- Priority of the action



- Potential source of funding

Considering the complexity of stakeholder's involvement, a total of 20 activities were identified:

1. Stakeholders who will predominantly use the knowledge from the CEETO project:
 - a) Planning a knowledge - sharing itineraries for business entities
 - b) Establish B2B portal within destination promotion website
 - c) Organization of workshops
 - d) Encouraging stakeholders to promote tourism products
 - e) Organization of study trips for stakeholders
 - f) Developing value-added business models by linking local tourism businesses (SMEs) to protected areas
2. Stakeholders who will predominantly contribute to the knowledge of the CEETO project:
 - a) Designing topics for stakeholders' webinars
 - b) Establish a mailing list of potential stakeholders
 - c) Organization of CEETO Network online platform webinar
 - d) Building Data Repository
 - e) Creating incentive systems for external knowledge sharing
3. Stakeholders creating policies:
 - a) Analysis of the best options for communication with recognized stakeholders
 - b) Presentation of CEETO project results to local authorities
 - c) Protocol for monitoring the status of tourism in protected areas
4. Stakeholders who disseminate the knowledge gained through the CEETO project:
 - a) Creating a letter for the Universities about the possibilities of field trips of student groups to pilot areas
 - b) Organizing university student fieldtrips to pilot areas
 - c) Organizing Open Media Day in pilot areas
 - d) Project presentation at international tourist fairs
 - e) Creating Info stand with project information at each pilot area
 - f) Curriculum development for educational workshops



7.1. Activities directed at stakeholders who dominantly use the knowledge from the CEETO project

Activity	Planning a knowledge - sharing itineraries for business entities
Implementation time	Third quarter 2019
Potential holders	Pilot areas
Type of stakeholders included	DMOs, protected areas, tourism business entities
Activity description	Since sustainable tourism, along with ecotourism is focused on conserving or improving the natural and cultural heritage through managing its own operations to help conserve the environment, organising conservation projects, offering volunteering and educating visitors, it is important to communicate innovative elements developed throughout the project. Therefore, it is important to create a summary description of the specifics of ecotourism in PAs for businesses entities and plan elements of the innovative touristic itineraries based on natural and cultural heritage. The purpose of such activity is to turn the attention of tourist companies and establish cooperation on the development of sustainable tourism products. This particularly applies to intensified cooperation with accommodation providers and travel agencies, primarily the DMC.
Activity objectives	<ul style="list-style-type: none"> - Creating a joint offer of the private and public sector - Intensification of communication
Priority of the action	High/medium/low
Potential source of funding	CEETO project

Activity	Establish B2B portal within destination promotion website
Implementation time	After project end
Potential holders	National DMO organizations
Type of stakeholders included	DMOs (regional)
Activity description	<p>One of the main tasks of DMOs is to promote destination and tourism products. To that end, DMOs use different offline and online activities. They are also responsible for official destination promotion sites. These websites are aimed at end-customers, but they can also include a part intended for the business community (B2B).</p> <p>This serves as a part of the website intended for stakeholders in the destination and the business segment. These sites provide information on tourist developments (tourist arrivals and tourist overnights), information about tourism development strategies or marketing strategies, trends on foreign markets, current events, promotional activities being carried out, etc. On these websites, the stakeholders can be informed about all current information regarding tourism and tourism development.</p> <p>DMOs that have a B2B portal (for example DMO Kvarner) could be a good starting point for other stakeholders to learn about the portal dynamics and to allow CEETO DMO Stakeholder access (if the portal is accessed via a code). Those who do not have a B2B portal are recommended to create it and include stakeholders. This activity requires a relatively large engagement, and therefore this activity is proposed for destination organizations operating at the regional and interregional level.</p>



Activity objectives	- Distribution of information regarding tourist trends, plans and activities to business and public sector (stakeholders)
Priority of the action	High/medium/low
Potential source of funding	Revenues of DMO

Activity	Organizations of workshops
Implementation time	First quarter of 2020
Activity holders	Governmental bodies responsible for tourism and nature protection
Type of stakeholders included	NGO's, business entities, interested public, Management bodies
Activity description	<p>With the aim of educating stakeholders, especially those who are not necessarily dealing with tourism, regarding the development of tourist products and attractions, Ministry/agency or DMOs can organize more workshops on different topics. The objectives of the workshop also deepen knowledge of tourism, problems and potential of sustainable tourism development, as well as identify priorities for action. These topics may include: the role of stakeholders in the development of tourism products, how to promote sustainable tourism, how to interpret ecotourism/rural tourism/active tourism, storytelling in ecotourism, etc. The workshops should include lectures and a practical part. The purpose of the practical part would be to exchange ideas and develop teamwork.</p> <p>The workshops could consist of two sessions, presentations and a practical part. The purpose of the practical part would be to exchange ideas and develop teamwork. These sessions could, for example, involve an open discussion of some problems, creating a specific sustainable tourism product, etc.</p> <p>Among others, the aim is to bring together stakeholders, strengthen cooperation, exchange and create new ideas, enable understanding of possibilities and limitations of sustainable tourism development, etc.</p>
Activity objectives	<ul style="list-style-type: none"> - Distribution of information regarding tourist trends, plans and activities to business and public sectors (stakeholders) - Strengthen the cooperation among stakeholders
Priority of the action	High/medium/low
Potential source of funding	State budget

Activity	Encouraging stakeholders to promote tourism products
Implementation time	Second half of 2019 - continuously
Activity holders	PA management bodies
Type of stakeholders included	DMOs, private sector, public sector (information centres)
Activity description	DMOs can encourage other stakeholders to promote tourist attractions and tourism products. This can be by sharing their promotional materials, brochures, leaflets and the like. Furthermore, this can be through linking the DMO website links to official websites of other stakeholders.



	Stakeholders have different facilities (for example, information centres, hotel reception, restaurants), where materials can be exhibited. Collaboration and stronger connectivity can improve the distribution of promotional and information materials.
Activity objectives	- Increase the level of information of stakeholders and guests
Priority of the action	High/ medium /low
Potential source of funding	PA revenues

Activity	Organization of study trips for stakeholders
Implementation time	After project end
Activity holders	Protected areas
Type of stakeholders included	Protected areas, DMOs and other public sectors, private sector
Activity description	<p>The aim of study trips is the exchange of experience and information with others. Through study trips, participants can gain insight in different models of sustainable tourism, innovations, current and planned initiatives, processes and organization forms.</p> <p>DMOs can organize study trips. Firstly, it is necessary to explore examples of good practices and secondly, to see stakeholders' interest on a study trip. It is important to create an interesting programme. During the study trip, it is useful to arrange meetings with key stakeholders in order to gain insight into their activities, how they solved specific problems, how they managed to develop and create certain tourism products.</p> <p>There are more benefits from study trips. Apart from learning from others' experiences, they help make contacts and expand the network of stakeholders.</p>
Activity objectives	- Increase the level of information of stakeholders and guests
Priority of the action	High/ medium /low
Potential source of funding	EU funds

Activity	Developing value-added business models by linking local tourism businesses (SMEs) to protected areas
Implementation time	Long term - after project end
Type of stakeholders included	Tourism businesses; NGOs; protected areas; academia
Opportunity description	<p>In order to increase levels of quality and authenticity of products and services offered in the vicinity of protected areas (pilot areas), a value-added model should be developed. The model rests on the idea of connecting tourism businesses and SMEs with the protected area brand which includes recognizable visual identity, but also main features for which the area is known among wider public (e.g. distinctive plant or animal species). Using these features as an additional part of visual identity or implementing them in the creation of new products and services would lead to several positive outcomes. First, protected areas would get more visibility among broader public which can also be used for raising more awareness of nature protection issues. Secondly, it would lead to enrichment and diversification of the tourist offer, as well as to revenue increase for SMEs.</p>



	Members of academia as well as NGOs (e.g. LAGs) should be included in developing these models together with interested tourism businesses and other SMEs.
Opportunity objectives	<ul style="list-style-type: none"> - Offering more authentic and diversified products and services to tourists - Increasing profit for local tourism businesses (SMEs)
Priority of the action	High/medium/low
Potential source of funding	EU funds

7.2. Activities directed at stakeholders who contribute to the knowledge of the CEETO project

Activity	Designing topics for stakeholders' webinars
Implementation time	Third quarter 2019
Potential holders	Europarc federation/WWF Adria
Type of stakeholders included	Project partners, Protected areas, NGO's
Activity description	<p>Bearing in mind the importance of continuous learning and the development of innovative concepts, it is very important to organize webinars as the simplest and least expensive form of knowledge transfer. This is particularly important in terms of further development of the project with the focus on encouraging the use of positive practices in other protected areas. Therefore, one of the activities is proposed to form the most important topics and content that will attract a relevant circle of participants.</p> <p>Topics should be defined and elaborated by all project partners, and some of the proposed topics may be:</p> <ul style="list-style-type: none"> - PA Open Days -implementation/organisation experience - pilot areas - Exploring local community attitudes-methodology and experiences - Institute for tourism - Defining sustainable tourism indicators in Protected areas - UNWTO/IUCN - CEETO project Handbook presentation - CEETO PP - Visitor management strategies - Euroaparc/pilot areas
Activity objectives	<ul style="list-style-type: none"> - Defining the most interesting topics for further elaboration in the form of webinars.
Priority of the action	High/medium/low
Potential source of funding	CEETO project

Activity	Establish a mailing list of potential stakeholders
Implementation time	Second half of 2019
Activity holders	All partners
Type of stakeholders included	All stakeholders
Activity description	The first task of the PMO and the PMO manager is to create a mailing list of recognized stakeholders - where appropriate, to make a common mailing list that will



	<p>consist of all partners and stakeholders, which will be used to disseminate the main results of the project (handbook, guidebook, strategy).</p> <p>Each PMO member should create separate mailing lists with relevant stakeholders, with more frequent communication in both directions. For such mailing lists, the proposal is to present some new experiences gained through the project, but always encouraging the debate to tackle issues such as:</p> <ul style="list-style-type: none"> - Did you have similar experiences? - What do you think about...? - Who are your partners? - Do you have any suggestions for improvement?
Activity objectives	<ul style="list-style-type: none"> - Gaining knowledge through e-mail interaction - Establishing vivid interaction with proactive stakeholders
Priority of the action	High/medium/low
Potential source of funding	CEETO project

Activity	Organization of CEETO Network online platform webinar
Implementation time	Second part of 2020
Activity holders	WWF Adria
Type of stakeholders included	Destination management organizations, other protected areas, non-governmental organizations, academic institutions
Activity description	<p>A webinar (and its recording) to disseminate the possibilities of using the platform to share knowledge and experiences. It is very important to introduce stakeholders who are not project partners on the webinar to show the possibilities for all stakeholders' levels.</p> <p>Emphasis of the webinar should be on a newsfeed where stakeholders can post links to uploaded documents, links to other sites, photos and photo galleries, infographics and plain text posts, and are able to comment underneath each post. Webinars can be internal (for project partners) and / or external. Some of the potential topics are:</p> <p>PA Open Days -implementation/organisation experience</p> <p>Exploring local community attitudes-methodology and experiences (IT)</p>
Activity objectives	<ul style="list-style-type: none"> - Directing stakeholders to new communication tools - Sharing knowledge
Priority of the action	High/medium/low
Potential source of funding	CEETO project

Activity	Building Data Repository
Implementation time	Second half of 2019 - continuously
Activity holders	WWF Adria
Type of stakeholders included	Destination management organizations, other protected areas, non-governmental organizations, academic institutions



Activity description	<p>Within the CEETO Network online platform a data repository is going to be built and it will consist of:</p> <p>a) relevant documents (guidelines, case studies, lessons learned, webinar recordings, including CEETO deliverables),</p> <p>b) scientific/technical papers.</p> <p>Case studies and lessons learned should be recognized as parts with the biggest relevance for project stakeholders. Since the focus of the data repository is on easy availability of all available documents to any interested party regardless of their member status, it is important to regulate uploaded documents by stakeholders through administrators of the platform who must take care of the following:</p> <p>Name of the document which will represent the document correctly</p> <p>If possible, short abstract which will give basic info about the document</p> <p>Visibility of documents uploaded by stakeholders and their correct placement on the platform interface</p>
Activity objectives	- Improving visibility of stakeholders' knowledge
Priority of the action	High/ medium /low
Potential source of funding	CEETO project

Activity	Creating incentive systems for external knowledge sharing
Implementation time	Second half of 2019 - first half of 2020
Activity holders	CEETO Partners
Type of stakeholders included	Destination management organization, other protected areas, non-governmental organizations, academic institutions
Activity description	<p>Since it is in the long-term interest of the project to acquire new knowledge of stakeholders, it is important to devise a way to motivate stakeholders to invest their time into networking. Sharing of experiences, best practices, ideas and the like is a process that requires time, and so it is important to see the benefits resulting from these activities.</p> <p>Therefore, it is necessary to reward those who engage in such activities.</p> <p>One way is to provide visibility among the wider public to stakeholders who upload their documents, case studies, business practices and the like into the repository through:</p> <p>website of the project</p> <p>CEETO on-line platform</p> <p>CEETO social networking sites.</p> <p>Additionally, positive examples from practice can add links to stakeholders' websites. It would be good to avoid direct commercials (for commercial stakeholders) - photographs of localities, protected areas and other stakeholders with direct links are a desirable means of stakeholder incentive.</p>
Activity objectives	- Increase the motivation of stakeholders to engage
Priority of the action	High/ medium /low
Potential source of funding	CEETO project



7.3. Activities directed at Stakeholders creating policies

Activity	Analysis of the best options for communication with recognized stakeholders
Implementation time	Third quarter 2019
Potential holders	Europarc federation/ WWF Adria
Type of stakeholders included	Project partners
Activity description	<p>Due to the increased visibility of the project itself, and its results, it is very important to choose the means of communication that are recognized as the most optimal among potential stakeholders. Therefore, it is necessary to carry out an analysis of part of the questionnaire sent to the stakeholders within this document, which refers to the preferred communication tools. Potential methods of communication are: Websites, Social networks, Public Relations , Advertising, Workshops/seminars, Promotional material.</p> <p>By analysing the answers and outlining the most important ways of communication, it is possible to optimize financial costs with more effective communication to relevant stakeholders.</p>
Activity objectives	- Optimization of communication channels
Priority of the action	High/ medium /low
Potential source of funding	CEETO project

Activity	Presentation of CEETO project results to local authorities
Implementation time	Second half of 2020
Activity holders	Pilot area
Type of stakeholders included	Local and regional governmental bodies, development agencies
Activity description	<p>To ensure the support of local politicians to the further development of sustainable tourism, it is necessary for each representative of a pilot area to hold presentations of the benefits arising from the CEETO project at the city/municipal/county council, with a focus on:</p> <ul style="list-style-type: none"> - benefits for the local community; - networking of a protected area in a development initiative; - increasing environmental quality; - potentials to increase the budget.
Activity objectives	- Support for the further development of sustainable tourism.
Priority of the action	High/ medium /low
Potential source of funding	CEETO project

Activity	Protocol for monitoring the status of tourism in protected areas
Implementation time	Second part of 2021 - continuously
Activity holders	Governmental bodies responsible for tourism and nature protection



Type of stakeholders included	Destination management organization, protected areas, non-governmental organizations, academic institutions, EU and international organizations
Activity description	<p>The making of the Protocol for monitoring status of tourism in protected areas could be accompanied by different indicators for different categories of protected areas.</p> <p>In this way, a harmonized indicator will be monitored for different categories of protected areas.</p> <p>This can be achieved through:</p> <p>Making a separate mailing list for governmental bodies in each country (preferably driven by accompanied partners of the CEETO project, for example Ministry of Tourism of the Republic of Croatia) explaining the importance of monitoring;</p> <p>Establishment of a ministerial working group to deal with the development of indicators;</p> <p>Mandatory inclusion of European organizations (EEA, UNESCO, CIPRA etc.).</p>
Activity objectives	- Comparable system of sustainable tourism indicators for protected areas
Priority of the action	High and long term
Potential source of funding	EU funds

7.4. Activities directed at stakeholders who disseminate the knowledge gained through the project

Activity	Creating a letter for the Universities about the possibilities of field trips of student groups to pilot areas
Implementation time	Third quarter 2019
Potential holders	Europarc federation/WWF Adria
Type of stakeholders included	Pilot areas, Universities, (Secondary and primary schools)
Activity description	By participating in the Pilot Project, a number of new knowledges has emerged from the field of sustainable tourism development, as well as the management of negative impacts. This and other knowledge (for example, how to implement an EU project) can be extremely interesting to students of natural sciences as well as social faculties. Numerous universities organize field classes for their students. It would therefore be useful to establish an open letter to the university, where they are called upon to consider CEET pilot areas as excellent training grounds for conducting field work/class.
Activity objectives	<ul style="list-style-type: none"> - Information to Universities of the possibility of field work/class - Raising awareness of young people about the importance of sustainability and protection
Priority of the action	High/medium/low
Potential source of funding	CEETO project

Activity	Organizing university student fieldtrips to pilot areas
Implementation time	After project end
Activity holders	Protected areas



Type of stakeholders included	Universities; protected areas (pilot areas); media
Activity description	<p>Most of faculties which are in some way related to nature or natural resources (e.g. Faculty of Forestry, Faculty of Agriculture, Faculty of Geography) include field trips as mandatory courses in their educational curricula. In this way, students are able to practice their theoretical knowledge on site.</p> <p>Applying this method, protected areas (pilot areas) included in the CEETO project can invite faculties from their own country or from other countries included in the project to visit them as part of their mandatory field trips. In this case, protected area employees could inform students about CEETO project results, highlighting the benefits they had from the project, thus disseminating gained knowledge to young future experts.</p> <p>On the other hand, students can be assigned to conduct a small research among visitors on topics relevant to the project, for example:</p> <p>Interviewing visitors on their level of satisfaction on waste disposal in protected areas;</p> <p>Interviewing visitors on their knowledge of ecological threats in this specific area gained through info points and other materials provided by the protected area;</p> <p>Interviewing visitors on eco-friendly behaviour instructions provided by the protected area.</p> <p>Results of such student research could be published in shape of popular articles (selection of best students' papers) in chosen media which cover nature topics, in order to inform broader public on topics related to the CEETO project, but in a more informal and casual manner.</p>
Activity objectives	<ul style="list-style-type: none"> - Engaging young future experts in nature protection issues - Increasing level of broader public involvement by using less conventional methods of knowledge transfer
Priority of the action	High/medium/low
Potential source of funding	University funds

Activity	Organizing Open Day in pilot areas
Implementation time	Second half of 2019 - continuously
Activity holders	Pilot areas
Type of stakeholders included	Protected areas (pilot areas); media; Students; general public, tourism business
Activity description	<p>Pilot areas in all countries included in the CEETO project should organise their own Open Media Day, aimed primarily at journalists specialised in topics such as nature, nature protection, animal welfare, ecology and ecotourism. Open Media Day has been proven to increase media interest much more than other types of media activities (e.g. organising press conference). In this way media, representatives are able to immerse themselves in the atmosphere of a particular protected area and enjoy activities offered. Protected area employees should design special kinds of activities which enable better insights into challenges protected area management faces on daily basis. Proposed activities are:</p> <p>Lecture by the protected area manager on specific problems, as well as opportunities arising from the involvement in the CEETO project;</p>



	<p>Organizing tours across the protected area with varied expert guidance (e.g. biologist, zoologist...);</p> <p>Offering an award for the best published article on a nature protected area for journalists participating in Open Media Day.</p>
Activity objectives	<ul style="list-style-type: none"> - Involving media in the dissemination of project achievements - Media representation of protected areas included in the CEETO project
Priority of the action	High/medium/low
Potential source of funding	PA budget

Activity	Project presentation at international tourist fairs
Implementation time	Based on tourist fairs dates - approximately final quarter of 2019 and until the end of the project
Activity holders	Europarc federation
Type of stakeholders included	Protected areas (pilot areas)
Activity description	<p>Attending international tourist fairs is a great opportunity for networking and knowledge transfer in the tourism sector, but also in the field of nature conservation. Having a possibility to present key results of the CEETO project at these types of events can lead to a greater project visibility and recognition, but it can also serve as a way to disseminate gained knowledge and possibly use it to assist other stakeholders in the field who are not involved in the project. This is how main project principles and guidelines regarding sustainable tourism management in protected areas can come to life even when the projects end.</p> <p>To lower the costs, it is recommended to choose a few employees from CEETO pilot areas who should represent pilot areas from all countries included in the project.</p> <p>Examples of international tourist fairs, specialised in nature, camping and ecotourism among other topics, which should not be missed are:</p> <p>Alpe Adria Tourism and Leisure Show Ljubljana, Slovenia;</p> <p>TourNatur, Düsseldorf, Germany.</p>
Activity objectives	<ul style="list-style-type: none"> - Improving CEETO project visibility among interested parties in tourism and nature protection sector (especially ecotourism) - Introducing stakeholders involved in nature protection to project achievements which may assist their needs
Priority of the action	High/medium/low
Potential source of funding	Europarc budget

Activity	Creating Info stand with project information at each pilot area
Implementation time	Second half of 2019
Activity holders	Pilot areas



Type of stakeholders included	Protected areas, tourist boards
Activity description	<p>Each pilot area should ensure a place for setting up the Info stand on their premises. Its purpose is to present the CEETO project: its agenda and results concerning guidelines and principles in the field of sustainable tourism. The Info stand should also be the place to represent all partners included in the project, particularly protected areas in other countries included in the CEETO project.</p> <p>The materials used for Info stand should include printed materials such as project leaflets, protected areas brochures, maps and general information. If possible, it is advised to install at least one touch screen to enable searching through official web pages of protected areas included. Another option is to design QR codes which can offer additional information.</p> <p>The Info stand should be installed at the most accessible and attended spot in the protected area, such as the entrance, cable car exit or mountain hut.</p>
Activity objectives	<ul style="list-style-type: none"> - Familiarising broader public in all countries included in the CEETO project with protected areas in other countries in order to boost international recognition - Easier media access to results and objectives of the CEETO project
Priority of the action	High /medium/low
Potential source of funding	PA budget

Activity	Curriculum development for educational workshops
Implementation time	Long term - after project end
Type of stakeholders included	Universities; protected areas; DMOs; tourist boards, Primary and secondary schools
Opportunity description	<p>Developing new curricula for educational workshops on the topic of environmental awareness, aimed primarily at school children and students who often visit nature protected areas as the part of their field classes and excursions. These educational programmes could be offered to elementary schools, high schools and universities, as well as to other educational institutions. The idea is to provide more detailed knowledge and skills related to environmental and nature protection in the context of a specific protected area (pilot area) prior to the visit (e.g. 2h workshop + 4h visit to a protected area). In this way, theoretical knowledge would be more successfully connected to practical insights obtained through the actual visit to protected areas.</p> <p>Workshop leaders would be employees of the specific protected area and workshops would be developed along with university professors and schoolteachers.</p> <p>Considering the increasing demand for educational tourism, as well as ecotourism, the secondary target group of these educational programmes would be tourists, especially younger ones. In this case, local and regional tourist boards and DMOs could be the ones to offer workshops to interested tourists.</p>
Opportunity objectives	<ul style="list-style-type: none"> - Engaging younger visitors of protected areas in nature protection issues by using customized interpretation tools - Improving quality standards of educational materials in all pilot areas
Priority of the action	High /medium/low
Potential source of funding	PA budget



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Anex 1- Abbreviation list

- B2B - Business-to-business
- CEETO - Central Europe Eco-Tourism
- DMC - Destination management companies
- DMO - Destination management organization
- IUCN - The International Union for Conservation of Nature
- MEET - Management Effectiveness Measurement Tool
- NGO - Non-governmental organization
- PA - Protected area
- PA management body - Protected area Management body
- PMO - Project Management Office
- SME - Small or Medium Enterprise
- WCPA - World Commission on Protected Areas
- WWF - World Wildlife Fund



Anex 2. - Survey questions

The document consists an integral part of this document.