

5. FINANCING AND QUALITY ECONOMIES IN BIOSPHERE RESERVES

PLENARY PRESENTATION: SUSTAINABLE FINANCING OF BIOSPHERE RESERVES, BY ZBIGNIEW NIEWIADOMSKI, EAST CARPATHIANS TRANSBOUNDARY BIOSPHERE RESERVE, POLAND, SLOVAKIA AND UKRAINE

Difference between biosphere reserves and protected areas:

Biosphere reserve (further referred to as "BR") and protected area concepts are different, however protected areas are important components of BRs, especially of the BR core and buffer zones. Generally inhabitants perceive BRs as 'less restrictive' than e.g. national parks, and the BR transition zone, often encompassing areas without legal protection, is of fundamental importance for one of the main BR function – harmonising conservation with sustainable development and use of resources.

Contrary to protected areas BRs often have no legal status and are often perceived only as the proof of international recognition. Furthermore, protected areas are usually managed by a special administrative structure, while BRs are more based on the consensus of different stakeholder groups.

Role of communication and stakeholder involvement for BR financing

The above difference in legal status results in different availability of funding for BRs. Contrary to 'traditional protected areas' usually receiving state budget funding, BRs have to follow other funding strategies. Their financial capacity to a large extent depends on capacities of particular different stakeholders and their level of identification with BR goals.

Funding would never be made available for BRs as long as the benefits of the BR approach are not widely understood in the society, resulting also in political support. Funding available for particular BRs depends on the ratio between costs and benefits for

the key stakeholders. It is obvious that nobody will be ready to cover BR-related cost if a BR concept offers no potential benefits either in social or individual scale.

This is why communication and raising awareness on benefits of the BR concept implementation is crucial for promoting the sense of ownership and responsibility among decision-makers of various administrative levels, local communities and key BR stakeholders. The level of local support for a BR depends on the usefulness of the 'BR label' for generating support for its stakeholders, when the 'BR label' provides additional lobbying and fundraising strength for protection, sustainable development, research or other BR activities.

Communication and stakeholder involvement – important questions for BR co-ordinators:

How are the BR benefits communicated to stakeholders of your BR?

To what extent is the 'BR label' able to promote sustainable development, strengthen conservation and facilitate research in your BR?

Who benefits from the BR label and activities in your BR?

Who covers the cost of BR operations?

What is the current 'support framework' for your BR? Are those stakeholders who 'have' funds at disposal involved in your BR operations? If not – how can they become involved in your BR operations?

Short-term project funding versus sustainable long-term funding for BRs

None of the BR functions can be performed without funding. 'Conservation without money is just a conversation'; development funded in a wrong way (e.g. via 'perverse subsidies') may easily result in an unsustainable use of resources, and the performance of the BR's logistic function usually does not bring visible immediate direct benefits.

In search for funds BR co-ordinators are often tempted by project funding opportunities, however 'project funding' is usually available in short term (e.g. one or two years) and does not provide for continuity of operations. Furthermore, quite often

the 'project-based funding' is available only for supporting a limited range of activities depending on donor's funding priorities; and recurrent costs are often non-eligible.

Furthermore, acquiring project funding requires the adequate capacity to develop sound project proposals and applications, to contribute with required matching funds and quite often also to pre-finance project costs prior to getting partial cost reimbursement. This is why BRs dependent on project funding can satisfactorily perform only some of the BR functions and in short term only.

Project funding for BRs – important questions for BR co-ordinators:

To what extent is the performance of your BR driven by available project funding?

Does your BR have adequate capacities to develop sound project proposals and support it with its own contribution?

Which priorities of your BR are so far left without funding?

Are these priorities well known to potential project founders?

Are these priorities eligible for project funding?

Contrary to 'project funding', sustainable funding mechanisms can be used in the long term and cover operational costs not always eligible for 'project funding'. Many different sources and mechanisms of sustainable funding are available in BRs, like payments for natural resources' use and user fees, certification and product labelling fees, sale of labelled/certified products or incomes from nature-based tourist business.

A good example of generating funds for the BR operations from labelling local products could e.g. be the Schorfheide-Chorin BR in Germany, where since 1998 organic food products bearing the BR label ('Regionalmarke') are delivered directly to customers in Berlin, and fees for the use of this ecological label support the BR budget.

Raising direct support of entrepreneurs active in the tourist business sector is vital for the PAN Parks concept implemented in the East Carpathians BR. No

matter that the number of BRs able to match the strict criteria set up for the PAN Park network is limited, the concept can be followed also in other BRs.

Sustainable financing for biosphere reserves provided by Environmental Trust Funds:

Another mechanism designed to provide stable and sustainable support both for core activities, administrative costs and support for projects are the Environmental Trust Funds (ETFs).

The role of the ETFs is to provide a long-term source of funding for conservation of biological diversity and sustainable development, and serve as vehicles for bringing multiple stakeholders together. ETFs may operate on a national or regional scale or be established with a purpose to support cooperation in a single particular biosphere reserve.

There are several types of environment funds. In countries whose legal systems are based on British or US models they are usually set up as "trust funds", while in most civil law countries they are established as "foundations". Depending on how big the original capital and how high expenditure from the trust is expected to be, they can be structured financially in four ways:

Revolving funds provide for the receipt of new resources on a regular basis and are perfect for investing and retaining annual income. Revolving funds often utilise e.g. proceeds of special earmarked environmental taxes, which can replenish or augment the original capital and provide a continuing source of funding for specific activities.

Umbrella funds act as umbrella organisations for a series of sub-accounts, each with its own governance structure.

Sinking funds are designed to disburse their entire principal capital and investment income for agreed-upon activities over a fixed period of time, although, largely depending on the scale of principal capital and need for actions, this could be a relatively long period of e.g. ten to fifteen years.

When an endowment is created, the financial assets of the fund are invested to earn income and only that income is used to finance specifically agreed-upon activities, while the original capital remains

intact; endowment funds tend to have high capital and relatively low outgoings.

Good examples of national environmental trust funds could be either the Polish 'National Fund for Environment Protection and Water Economy' gathering fees from the industry for the use of natural resources and fines for polluting the environment, or the 'Ecofund' managing 'swap for environment' funds. No matter that BRs have no legal status under Polish legislation, applications coming from BRs are processed as 'priority' ones and granted better conditions, which provides a clear incentive for local communities to use the BR label for financing e.g. capital investments in waste management. Both above trust funds, independent and not included in the state budget, are also the main sponsors of nature conservation and environmental education activities in Poland, as well as e.g. scientific conferences in Polish BRs.

The UNESCO Man and Biosphere Programme Secretariat promotes establishment of Biosphere Reserve Trust Funds as a tool for raising and managing funds for Biosphere Reserve projects. However, the idea of establishing trust funds supporting biological and landscape diversity conservation is not often used in Europe.

There are only a few positive examples worldwide. The most spectacular is the success of the Gulf of Mannar Marine Biosphere in India, established in 2001. One year later the Reserve received US \$ 7.5 million from UNDP/GEF to strengthen the capacity of local communities for managing the Reserve's ecosystems and wildlife resources. Together with financing from other sources the total project budget accounted for US\$ 26.5 million. This success can partly be explained by the establishment of a Trust Fund designed to ensure effective inter-sectoral cooperation in the lasting conservation and utilisation of the Reserve's resources.

More than forty environmental funds have been established since 1988, with about US\$ 500 million invested. At least twelve of them have received support of the World Bank Global Environmental Facility (GEF). The Foundation for the Eastern Carpathian Biodiversity Conservation (ECBC) established in

1995 in Switzerland is an environmental endowment trust fund supporting transboundary cooperation of Poland, Slovakia and Ukraine, in particular in the 'East Carpathians' Biosphere Reserve.

ECBC was the first and only GEF-supported environmental trust fund in Europe, while other eleven funds operated in Bhutan, Bolivia, Brazil, Central America, Malawi, Mexico, Mongolia, Peru, Seychelles Islands, South Africa and Uganda. In 1998 four more funds were under design (in Colombia, India, Nepal and Papua New Guinea) and the possibility of establishing other eleven new funds was under consideration of the World Bank, including one for Belovezhskaya Forest BR in Belarus and for the Danube Delta BR in Ukraine.

Sustainable funding for BRs – important questions for BR co-ordinators:

Which sustainable long-term funding mechanisms could be relevant and applicable in the case of your BR?

Does your BR have an efficient and reliable 'governing structure' able to receive and manage entrusted funds?

Does the 'governing structure' of your BR provide for transparent use of funds?

The applicability and suitability of financing instruments differ and to large extent depend on both the international interest as well as on local circumstances and conditions – there are no two identical BRs, and an instrument relevant in one case may be non-applicable in another BR.

PLENARY PRESENTATION: QUALITY ECONOMIES IN BIOSPHERE RESERVES, BY ENGELBERT RUOSS, CHAIR OF THE TASK FORCE ON QUALITY ECONOMIES, ENTLEBUCH BIOSPHERE RESERVE, SWITZERLAND

In order to promote the development function of Biosphere Reserves, UNESCO has established a MAB Task Force on the Development of Quality Economies in Biosphere Reserves, as recommended by the 16th MAB-ICC. The Task Force, which met for the first time on 21 March 2001, is charged with providing policy advice and guidance on a number of key issues identified by the Seville +5 meeting related to economic activities in sites inscribed on the World Network of Biosphere Reserves, such as on:

Branding, labelling and marketing of goods and services from Biosphere reserves

Fund raising for public and private investments in Biosphere Reserves

Micro-credit schemes for Biosphere Reserves

Creation of eco-jobs:

The Task Force has now a dedicated section on the MABnet that includes information on its establishment, present composition and terms of reference. Available on this web site (<http://www.unesco.org/mab/qualityEconomies/quality-home.htm>) are also the report from the first Task Force meeting together with a background document outlining some of the key issues linked to quality economies.

The Quality Economies concept is an integral concept including activities, services and products from agriculture, industry, handicraft, eco-tourism, forestry, fishery, housing. The impact on the development of Biosphere Reserves depends on a high number of factors, being bottlenecks or opportunities for sustainable growth as a balance of the increase of benefits for economy, environment and society.

Increasing marketing opportunities:

1. GOALS OF QUALITY ECONOMIES

Value creation and increased economic benefits for local people

Consumption and production in line with sustainable development

Fair distribution and solidarity as a common target of Biosphere Reserves

Improve ethical and social standards in connection with resource use

Awareness of conservation of nature and culture

Networking among Biosphere Reserves

Attract investments and improve job opportunities

2. GOALS AND TASKS OF THE PROMOTION OF GOODS AND SERVICES

Biosphere Reserves are mainly areas with low economic activities and prosperity. Therefore the activities have to focus on small intelligent inputs in order to achieve high added values for local people and to create a permanent learning process. A brand is an instrument to increase visibility, identification and added values of the single Biosphere Reserve. It has to include all possible activities into an integral concept of BR being a model for sustainable development. The cooperate image of the site can be built up through labelling schemes including a cooperate design (brand).

3. GOALS OF A BRAND BIOSPHERE RESERVE

Developing responsibility and certainty (trust) of origin and quality from a defined "region"

Increasing innovation and resource efficiency along production cycles and chains

Identification of the added value chains with critical points and of local economy

Increase production and income from local resources

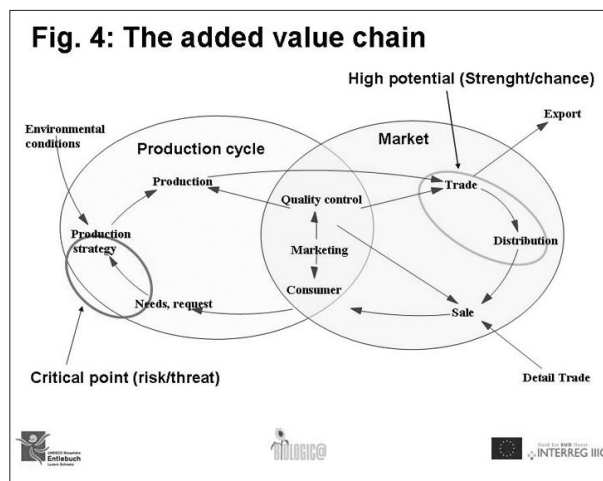
Enhancing co-operation within the area as well as between different sectors (i.g. agriculture and tourism)

Enhancing co-operation beyond the Biosphere Reserves by exchanging products and services

Tasks in connection with such a labelling scheme:

Identification of products and services coherent with the Biosphere Reserve philosophy

Identification of transformation cycles and service chains and their efficiency potential



Developing high quality products, respecting the principles of UNESCO

Creation of a cooperate design (brand) and a public relation strategy

Definition of criteria connected to the goods and services based to the peculiarities of the area and the production methods

Development of capacity building and training activities for producers and operators

Building up of a committee and controlling body responsible for brand as well as participation structures in order to involve the stakeholders

3. BRAND FOR COMMERCIAL GOODS AND SERVICES

The Task Force proposes a brand including logo and name, which is mainly focused on commercial goods and services with the aim to improve visibility and recognition of the activities of the Biosphere reserves. A logo has to be simple, well visible and visualizing the ideas of the Biosphere Reserves.

There are many interpretations concerning the proposed logo.

The logo contains the letters "b" and "r" and shows three leaves, illustrating the three functions of BR (conservation, development and logistics) as well as the three sectors of sustainable development (nature, society and economy) being in a well balanced, global system. green = nature, hope, future, growing; blue = blue planet, water, balance, trust; orange = human impact, aggressive, danger

The initiative for a common logo for commercial use came from the member states and the network of BRs. UNESCO will not follow an official labelling of commercial activities. Therefore the criterias of the use of the logo have to be defined on national or BR level. The coordination of the use of the logo has to be a duty of the regional networks, which communicate it within the ICC council meeting reports in order to document the process.

4. THE PILOT PROJECT

The Task Force has foreseen a pilot project, starting in 2006 with selected Biosphere Reserves. The results if this pilot phase will be the base for further activities in connection with labelling schemes. The Logo can be used for all the Biosphere Reserve activities and will be offered for free in the original language as well as in a official UNESCO language.

The principles of the use of the Logo will be proposed by the Task Force, the criteria for the use as well as the list of products and services has to be submitted by the Biosphere Reserves together with the national MAB committees or responsible bodies. Interested Biosphere Reserves can apply for participation in the pilot project. The pilot project will start in January 2006 and will be supported by the Task Force members. The Procedure and the results will be presented on the site www.globalregions.net as well as on the site of <http://www.unesco.org/mab/qualityEconomies/>

ENTLEBUCH: A MODEL FOR QUALITY ECONOMIES IN BIOSPHERE RESERVES

The long-term targets of the Entlebuch Biosphere Reserve are conservation, development and cooperation. These goals imply the conservation of the unique, protected natural and cultural landscapes, especially of the moorlands and karst areas, and, simultaneously, the realization of sustainable regional development. A cooperation model allows sustainable growth and prosperity in Entlebuch. In connection with the experiences from the Entlebuch process, the I-Method may enable the adaptation and application of the model in other regions.

Due to its topography, soil, climate and develop-

ment, Entlebuch has sub-optimal site qualities concerning agriculture, industry and trade. According to the shape of its landscape as well as its fauna and flora, the Entlebuch cultural landscape comprises many unique features of national and even international importance. Large areas of Entlebuch are dominated by a patchwork of valuable and diverse habitats such as cultivated green-land ecosystems, raised-bogs and peat-bogs, alluvial woodlands along the Kleine Emme and the Grosse Entlen rivers, hedge landscapes and nature-close forests in a large-scale.

About 50 % of its 395 km² surface are agriculturally utilizable areas and alp meadows, and 43 % forests. The 2 % settlement areas are mainly village sites, some industrial enterprises and tourist infrastructure. Of the 17,000 Entlebuch inhabitants, around 8000 are in work, a third of which are employed in the agriculture and tourism field, respectively. Among the 1200 farms, 83 % are main occupation enterprises; 39 % of the employed work in the first sector. The biggest employers are the two mountain railways Sörenberg and Marbach, as well as the five largest industry firms and local trade businesses.

The project (from 1998 to 2001) aimed the establishment of a UNESCO Biosphere Reserve in Entlebuch. Based on the regional characteristics and resources, a durable economical development with sustainable growth was to be achieved. The referendum about financial support and the establishment of the Biosphere Reserve came to an unexpected good result. At the eight communal votes in September 2000, on average 94 % of the present citizens supported the bill. Prospects for the future, the participation of the inhabitants, extraordinary communication efforts as well as convincing arguments were important factors for the success of the project.

The Advisory Committee of the International Coordination Council for the "Man and the Biosphere" Program (ICC) congratulated 2001 the responsible persons on the democratic process, the strategy applied in project management, on the procedure, by which the communities reached agree-

ment on the Biosphere Reserve and on its financial support.

Cooperation model as a Strategy for Sustainable Growth:

Sustainable development may be achieved by establishing regional structures and cooperation within and between sectors, as well as with other regions. This improves the regional material loop and raises added value. Consequently, long-term growth may be guaranteed by the resource efficiency and the innovation potential within the networks. The Regional Management as a professional hub is responsible for cooperation and moderation, communication, innovation and implementation of the Biosphere Reserve concept and as centre of competence they have to initiate, integrate, facilitate and evaluate.

The Entlebuch model is reproducible, because it has a methodical procedure. The needs of the inhabitants of a region are especially considered: everybody should have the opportunity to participate in the development. The methodical course of action allows for an acceleration of all processes, which additionally effects the development of added value in the region. Therefore, a secure economic perspective is the precondition for the conservation of a natural and cultural landscape and of intact social structures.

IMPACT ORIENTED PUBLIC RELATION STRATEGY:

The communication strategy has to be tailored to the process of sustainable development. Permanent and long-term information and also a positive communication are crucial for a successful public relation and the creation of a chain reaction. An important task is to switch from an activity to an impact oriented communication. A feedback culture is helping to focus consequently on the needs of local people. An important task is furthermore to break down the difficult information of regional sustainable process to a simple language understandable for a majority of the population.

Around 700 articles and transmissions in TV and Radio per year are reporting the process in

Entlebuch. Furthermore 8000 people are joining the excursions and events in Entlebuch. They are ideal to multiply the information within a word-of-mouth chain.

THE BRAND “ECHT ENTLEBUCH”

Products and services as well as partner enterprises can get the certification of the Biosphere Reserve and use the brand “Echt Entlebuch”. A brand is an instrument to create credibility for consumers and to increase the productivity based on local resources.

The main tasks of such a brand are:

- Production of high quality products
- Creation of a cooperate design and image with a brand
- Support the philosophy of the Biosphere Reserve
- Enhance regional identity and local particularities
- Increase innovation of products and services
- Assessment of origin and quality
- Added value creation within the region

The criteria for the single product and service categories and enterprises were developed by a committee composed by representatives of the involved sectors with the participation of the producers.

Certification of products and services:

- The resources have to be from the area to up to 90%. In the sectors wood, milk, meet up to 100%.
- Added value as to be created to 75% within the Biosphere Reserve
- The enterprise has to be located within the area
- The agricultural products have to be from organic or ecological production
- The accountability has to exist and be transparent in connection of the origin of the resources
- The production cycles have to be closed in order to avoid contamination
- The origin of resources must be documented, no genetically manipulated products are allowed.
- The legal rules must be implemented and the external assessment has to be accepted
- The producers and partners have to follow the capacity building program and to cooperate

within the network of “Echt Entlebuch”

The costs for the brand are composed by a entrance fee (SFR 200 – 400) and an annual fee (SFR 100 – 200/a) according to the total income of the enterprise.

CERTIFICATION OF PARTNER ENTERPRISES

The partnership program has been established for restaurants, bakeries and butcheries. This partnership is of high interest regarding the high need for local resources and the exponentially increased added value creation trough the production activities. Furthermore the small enterprises are near to the clients and therefore ideal communicators of the philosophy of the Biosphere Reserve.

The criteria are connected to the products and to the service for the guests. Criteria concerning the products:

From products available from the area, 75% have to be certified or from organic production, such as meet products (pork, beef, horse, sheep), milk products (milk, cream, fresh cheese, cheese), eggs, fruits, soft drinks, fruit juice, alcoholic drinks, sweets, cakes, wine.

- On the menu card origin and the producer have to be declared and the meals have to contain seasonal food.
- 50% of the products used in the restaurant have to origin from Biosphere Reserves, including foreign sites

The criteria concerning the services:

- Typical meals have to be offered daily
 - The collaborators must be able to inform the guests about the Biosphere Reserve
 - The promotion material must be available and well presented
 - Information material have to be included in the menu cards and placed in the hotel rooms
- The costs for the brand are composed by a entrance fee (SFR 200) and an annual fee (SFR 150 – 200/a) according the total income of the enterprise.

The consequent implementation is increasing the use of local products and the creation of added value resulting from local resources.

Quality Economy increases prosperity:

The target of the Biosphere Reserve was to create and promote a new destination in line with the aims of nature protection and education. Therefore new offers beside the dominating winter ski resort had to be promoted. A regional network of agencies, public bodies and private operators had to support the destination marketing. The main task was to improve cooperation between the stakeholders in the tourism sector.

The results of this efforts were:

Definition of a new destination strategy and creation of more authenticity

- Diversification of the tourism offers, mainly during summer season.
- Creation of new offers linked to agritourism
- Creation of new packages for seminars and congresses, mainly connected to research and education, nature and recreation.
- Promotion of the Biosphere Reserve school, a offer for school classes and groups, linked to excursions and overnights in farms in mountain areas.
- Increased overnights during summer season, 3.5 and 5%
- Each year doubled number of excursion participants
- Increased involvement of partners of the Biosphere Reserve in the tourism sector promoted by the management
- Increased income for producers of local products as a result of the new tourism marketing strategy

FINANCING OF THE BIOSPHERE MANAGEMENT

The activities of the management are partly financed by ca. 50% through subsidies from the state and the Kanton of Lucerne, mainly in connection with the implementation of nature and landscape protection and the rural development funds. The other part of the total budget of 1 Million Euro results from contributions from the municipalities, international and national projects and the income from products and services from the activities of the Biosphere Reserve Management (Fig. 7).

This partly self sustaining management system has been made possible through the private-public partnership created from the beginning, giving the needed flexibility and freedom to the management. This bottom-up system profits from the bottom-up initiatives, the support from the local and regional bodies as well from the know-how transfer from the universities and research institutions.

5.1 AND 5.2 WORKSHOP SESSIONS RESULTS

MODERATOR WS 5.1.: Michael Meyer, Ecological Tourism in Europe – ETE, Germany
16 participants

CASE STUDIES PRESENTED:

Sustainable Tourism Destination – Isabel Gonzalez, La Palma Biosphere Reserve, Spain
Zbigniew Niewiadomski, UNESCO International Advisory Committee for Biosphere Reserves

MODERATOR WS 5.2.: Natalia Rybianets, MAB-Committee Belarus
10 participants

CASE STUDY PRESENTED:

Financing of the "Ugra" National Park – Valeriy Novikov, Ugra Biosphere Reserve, Russia.

Working Group 5 "Financing and Quality Economies in Biosphere Reserves" was taking place in the frame of UNESCO EuroMAB Conference, Austria 2005, on Friday, 28 October 2005. 26 participants from 14 countries attended the Morning Session (16 Participants, Facilitator – Michael Meyer) and the Afternoon Session (10 participants, Facilitator – Natalia Rybianets).

The main objects discussed during the working group sessions were the following:

Entering and stable participation of BRS in the marketing process, links between BRs and conditions of local economy, branding of the BRs and BR products, role of BRs in local economy, sustainable cooperation of BRs with financial organizations, funding mechanism and methodology.

- Market: participants considered the way of biosphere reserves' entering into the local, regional and global marketing process and highlighted the following possibilities:
 - » stronger in the BR: increasing the activity on BR products manufacturing for market;
 - » complementary to regional marketing: BR products should be interesting for buyer as

- » unique ones in a concrete region;
- » still competitive: BR products should be competitive with local products.

- Condition of local economy is a key factor of sustainable development of BR:
 - » e.g. weak local businesses: in this case BR will have low income from products realization in local market
 - » e.g. strong businesses = status quo: in this case BR will have stable income from products realization in local market

One of the question of who drives change – sustainable growth of regional economy leads to sustainable development of BRs.

- Branding of UNESCO-MAB BRs – is one of the possibilities for BR products attractiveness but there are several problems in the point such as:
 - » Problem of no world-wide logo
 - » BRs cannot use UNESCO logo as a brand (temple)
 - » Brand should benefit both BR management and stakeholders
 - » Not just marketing tool for products but educational and informational tool.
- BRs are a process, a concept and an institution:
 - » function of a broker – BRs can serve as an example of sustainable use of natural resources and sustainable development of region
- BRs need a 'driving force': one of the main conditions for long-term living of BRs is close cooperation with interested people from local community, such as
 - » a champion to lead
 - » requires professionalism
 - » capacity-building skills
 - » avoid burn-out by network support, coaching and succession planning.
- Trust Funds: cooperation BRs with Trust Funds is a way of BRs capacity-building
 - » provide potential for long-term funding + cooperation
 - » cooperation / collaboration are required + an outcome
 - » ownership is a question (who gives funding?)

- Makes decision?)
- Instruments include
 - » CARMAT
 - » Tipping point (communicate Vision in two minutes)
- Prime function of BRs to serve as MODELS for sustainable development, taking into account that BR should demonstrate
 - » balance short-term incentives with long-term investments
 - » become 'working examples' and 'learning sites'
 - » communicate progress + success
- Motivated communities make the best BRs:
 - » develop participation to create a culture of cooperation
- Funding mechanisms: participants considered several aspects of potential funding mechanisms, such as
 - » e.g. 'Hypothecated' taxes (re-use + re-invest locally)
 - » e.g. users-pays principle
 - » e.g. labelling products / branding
 - » e.g. profit from resource efficiency
 - » e.g. fundraising for start-up activities.
- Project development: with the aim of providing the sustainable funding to BRs participants recommended to apply to the international foundations, organizations and agencies, international programs with a request for financial support of the scientific and environment protection projects as well as the projects for the preservation and usage of the historical-cultural heritage for the implementation on the territory of the BR for such kind activities as
 - » activity and services
 - » funding
 - » facilitating
 - » integration / synergy use.
- Methodology: using proper methodological procedure to achieve the goals of BR, in particular:
 - » use methodological procedure
 - » communicate methodology (make available)
 - » project management issues.

CASE STUDIES

SUSTAINABLE TOURISMS DESTINATION, BY ISABEL GONZALEZ, LA PALMA BIOSPHERE RESERVE, SPAIN.

The Canary Islands are located on the west coast side of Africa, and La Palma is one of the most occidental of the islands. By its situation we can say it has a three continental vacations: as you can see, it is in between Africa, Europe and America.

It is a very small island with a maximum width of 28 km, maximum length of 45 km and maximum height of 2.426 m (Roque de Los Muchachos – astronomy observatories). La Palma has a total extension of 706 km², and a population of approximately 80,000 inhabitants (but it can reach up to 100,000 if we take into account tourists) spread across 14 municipalities into which the island is divided.

Traditionally, the island's economy has been based on the primary sector, mostly on the banana monoculture. At present, this monoculture is being bit by bit invaded (so to say) by the service sector, especially by tourism which has been progressing in these last years. Now it is our job to make these two sectors compatible with each other, and specially taking into account that more than 50% of our territory is protected.

La Palma as a World Biosphere Reserve

La Palma was the first of the Canary Islands to get a Biosphere Reserve, and this was on 30 June 1983, when 511 hectares of a site named "El Canal y Los Tiles" was declared a Biosphere Reserve. MAB approved the first extension in 1998: "Los Tiles Biosphere Reserve", being now a territory of 13,240 hectares, almost 27 times bigger than before. Finally, on 6 November 2002 came the ultimate statement and in Paris – in Plenary Session of the UNESCO International Coordination, the Reserve was extended (it now encompasses the entire island) and renamed "La Palma World Biosphere Reserve". Now, and after this very brief description of La Palma and the different steps as Biosphere Reserve,

I will go over the topics in which we are working – tourism.

Our planning for the tourism project is based on these two documents: La Palma Sustainable Development Plan, and La Palma Biosphere Reserve Action Plan.

The main actions that our Biosphere Reserve will carry out to obtain this objective are the following:

- Protocol Signing
- Action Plan
- Training
- Observatory
- Certification
- Guides
- Web Site
- Revitalizing Plan

PROTOCOL SIGNING – between Local Authorities and Institute of Responsible Tourism. The main objective of this protocol is to help promote the Island as a Sustainable Tourist Destination. It also considers the conservation and reinforcement of all those valuable resources that we can find in a territory which has been named world Biosphere Reserve.

This is the way we have found to promote policies which consider economic, social, cultural and environmental aspects in favour of improving the sustainability of the sector.

With this we can also find strategies to support all tourist establishments in the decisions they make on sustainable matters.

ACTION PLAN – it provides specific proposals to comply with the functions of conservation, development and logistic challenges referred specifically to the tourist sector. This Action Plan approaches fundamental aspects to advance in obtaining the sustainable development objectives. Our aim is to reorientate, promote and permanently improve the tourist strategy, at the same time as showing the following: A Diagnostic of the present situation experts recommendations, and determining priorities. Determine which actions are “Immediate actions” – What comes first.

TRAINING – specific courses for the Tourist Sector. Every two years, the Biosphere Reserve organises a course for tourist decision-making powers, imparted by the WTO. The objective here is to improve competitiveness of tourist destinies. There is also an agreed training programme for those directly related with the tourist sector. This programme will consider the results obtained in an inquiry on the main deficiencies of the tourist sector workers, made to employers, managers, employees and tourists. An information programme for Tourist Agents, Information offices, Companies, etc. explaining on what consists being a Biosphere Reserve, so that they have the adequate information so as to correctly inform the tourist. An ON-LINE training programme: at the moment we are working mainly with “Environmental Audits”, “Environmental Management Systems” “Tourism and Environment” etc. We also programme courses such as Sustainable Management and Business Plans in Sea and Coastal Areas, Sustainability and Tourism, Quality Economies.

SUSTAINABLE DEVELOPMENT OBSERVATORY – with this we try to analyse the present situation, looking ahead to see what the indicators of tourism labour market show us for the future. We quantify the results and analyse its evolution. We aim to obtain information from the tourist indicators: in a systematic way, working with quantifying indicators, so that they can show as in which way we have to work with the labour market in the tourist sector.

CERTIFICATION – At this moment we are working in cooperation with the Institute of Responsible Tourism in a certification programme for different tourist establishments. We have chosen this series of certifications because:

- They are more economical.
- They are easier to obtain and understand.
- They have a worldwide recognition (UNESCO, WTO, TUI...).
- We have the same type of certification for different sort of establishments.

- We have more institutional support

The aim of these certificates is to recognize the environmental quality, the sustainability of management and the services offered in the establishments under this type of certificate system. It considers a responsible environmental behaviour; it promotes consumption of local products, reduction of energy and water consumption. At the same time the tourist is informed on handicraft, local gastronomy, uses and ways of local people, natural resources. At this moment we are working with the following certificate and establishment types:

- “Biosphere hotels” – for hotels.
- “Biosphere restaurants” – for restaurants.
- “Biosphere Discover” – for active tourism establishments and visitor centres.

We are also starting to work with the certification of Rural Tourism Houses, as the demand for this type of establishment is increasing.

GUIDES – Our objective with this part of the project is to write and publish environmental best practice guides. These are useful not only for their simplicity (easy to do), and their low cost, but also because they give quick and surprising results. What we aim to obtain with these guides is:

- Good use of natural spaces.
- Reduction of waste products in the Island.
- Practical handbook of different professional families (restaurants, car garages, shops, hand craft, offices, etc.)

WEB SITE – With our Web Site we provide useful information to the user and also offer different tourist services.

- Technical and tourism information (of our history, geography, culture, etc.).
- Reservations, shopping on-line.
- Promotion of certificated establishments (Biosphere Hotels, Biosphere Restaurants...).

It is also our intention to permanently improve and up-date the Web Site.

REVITALIZING PLAN – The following are the main objectives we aim to achieve with this Plan:

- Articulate tourist resources, services and offer of a territory as a structured product, adding differentiating value to the destiny.
- Study and design tourist products (demand, offer, promotion).
- Increase quality of tourist services.
- Integrate environmental aspects in all the actions.
- Detect new resources capable of consolidating the territories power of attraction.
- Develop social strategies and organizational structures that can support the tourist activity.
- Promote differentiating strategies by valuating our heritage.

**FINANCING OF THE UGRA NATIONAL PARK/
BIOSPHERE RESERVE, RUSSIAN FEDERATION,
BY VALERIY NOVIKOV**

The "Ugra" National Park was established in 1997 over a total area of approximately 100,000 hectares. It is located in the Kaluga region, about 200 kilometers to the south of Moscow. The park consists of three main sections located in river valleys. The overall length of the territory is about 300 kilometers.

The main content of the park territory is historical and natural. The natural environment is represented by forests, rivers, lakes and marshes. Among monuments of historical and cultural heritage there are archaeological sites (over 130), former noblemen's estates, churches and monasteries. Agricultural grounds: fields and meadows, occupy approximately 25% of the territory. There are 60 villages within the National Park with the total number of native population amounting to about 3500 people. In 2002 the status of a Biosphere Reserve was conferred on the National Park, with a buffer zone included. The total area of the Reserve aggregated to 150,000 hectares.

There are 110 employees working at the park, among them 45 belong to the ranger service. Financing for the upkeep of the National Park comes from several sources. For the last three years the main part is constituted by federal budget resources (72%), 80% of which goes towards salaries for the staff. Besides that, the Park earns its own funds (13% of the total budget) by forestry management (selling of timber from improvement felling), penalty and action costs, rental income and tourist services. The sizes of grants and sums received from the regional budget vary from year to year, but on an average they amount to 15%. We spend these funds mostly on purchasing equipment, developing and improving the territory, scientific and awareness-raising activities.

During the recent years there has been noted a tendency towards increasing the income from tourist services, though the tourist infrastructure is as yet

only little developed. We have four visitor centers, two museums, two cottages for different ecological activities and about 30 equipped tourist camping sites and parking lots. Recently the local population has been involved in developing tourism by taking part in equipping and managing tourist camping sites, selling food and souvenirs, organizing ethnographical holidays and festivals. Some people offer their homes within the park territory for tourists to live in (guest houses), themselves acting as guides. The Administration Board of the Biosphere Reserve manages all the activities with the local population. The Board includes representatives of the National Park staff and local communities.

The income received by the National Park from tourist activity is pooled from the payment for using the equipped camping sites and cottages, fishing, excursions to museums and visitor centers, sales of souvenirs and advertising materials. There is no entrance fee to the territory due to the complexity of its layout.

The total number of visitors amounts to 100,000 to 120,000 people per year. Taking this into account, we hope that in the long run tourist activity may become the main source of income not only for the National Park, but also for the people residing at its territory. However this requires more substantial financial input and investment.