

CEETO

CEETO Deliverable D.T2.1.1
Capacity Building Workplan for
Protected Areas

Version 1.0
05 2018





1. Introduction

The Capacity Building Workplan (CBW) aims to support the management bodies of Protected Areas partners of CEETO Project (Central Europe Eco-Tourism) in the participatory planning process to define the local Sustainable Tourism Action Plan, supplying them guidelines and methodological tools.

This document is addressed to the managers of Protected Areas, but can be also useful to all local stakeholders - such as NGOs, research centres or SMEs - that might be interested in the interconnection between environmental, biodiversity conservation and development of sustainable tourism strategies.

Thanks to its flexibility, this CBW allows the managers of each Protected Area to define their own tailored participatory planning process, according to their specific context, level of local stakeholder involvement and tourism monitoring needs and priorities.

Two preliminary chapters describe the correct approach towards participatory planning and how to carry out a correct assessment before to start the implementation of the process in the framework of CEETO Project. The 4th chapter describes the five proposed Participatory Activities Sessions inspired by the *European Awareness Scenario Workshop* methodology (EASW) - successfully tested in many similar processes in Protected Areas contexts, such as European Charter for Sustainable Tourism (ECST) candidacy participatory processes - and adapted to the specific objectives of CEETO Project.

2. Before to start a Participatory Planning Process

Participatory planning processes are high time-consuming activities, not just for who is managing them but also for the stakeholders, who grab away energy from their regular and professional activities in order to voluntarily take part in the process.

To design an incisive, effective and time-saving participatory planning process, each manager should answer to the following questions:

1. is it the goal of the process clear and understandable to everyone?
2. what are the interests affected by the results of the process and who is representing those interests?
3. what kind of conflicts/alliances the process can/should bring out?

In order to answer to these questions, each manager must have a clear understanding of the level of involvement/commitment of the stakeholders to the process itself and of what kind of participatory planning process should be implemented to reach the goal.

2.1. Is it the goal of the process clear and understandable to everyone?

Before involving the local community in the participatory planning process, each Protected Area should define what is/are the expected result(s) of the process itself through an internal meeting of the Protected Area management body. All interested operative departments, experts and decision makers should attend this internal meeting.

Once the management of the Protected Area have clear what is the goal of the process, it is important to outline an understandable message to the potential stakeholders, keeping in mind that most of them are not familiar with technical or scientific terminology. The potential stakeholder might take part to the participatory planning process only when he/she understands that the goal is interesting for him/herself.

When the goal is clear (inside and outside the management body structure) it is easier to avoid confusion and false expectations.



2.2. What are the interests affected by the results of the process and who is representing those interests?

Every participatory planning process is meant to define a set of actions (included in the Sustainable Tourism Action Plan) in order to change the *status quo*. The organization that is designing and leading the process has the idea to reach a better situation, looking through the aims of its own mission. Different stakeholders can have different perceptions of what is better or worst for themselves, according to their peculiar interests (economical, political, social, cultural, recreational, etc ...). For example, environmentalist NGOs and local associations of hunters could have different perceptions and attitude over a participatory planning process aiming to enlarge the perimeter of a Protected Area. Changes of the actual situation might affect positively or negatively their interests, and consequently their attitude over the process.

Once the goal of the process is clear, managers should enlist all the possible interests that the foreseen change(s) could affect. Each of these interests is represented by one or more group of stakeholders. This assessment will help to define correctly the group of stakeholders that the process needs, avoiding waste of time and energy (for everybody), and keeping an inclusive approach towards the community.

2.3. What kind of conflicts/alliances the process can/should bring out?

Managing a participatory planning process means to create a favourable discussion context to enhance convergences of different interests and to face and possibly to solve latent or explicit conflicts, in order to define a common strategy and develop shared answers (actions).

Convergences of interests are the foundation of every community based action plan. The result(s) of a correct participatory planning process should not be just the sum of single fragmented interests, but the integration of convergences between the mission of the Protected Area and the interests of the local community.

Moreover latent and explicit conflicts - between stakeholders and the Protected Area or amongst different groups of stakeholders - could come out during the process. Not all of them can be solved inside the process itself (and by that becoming convergences). Conflicts might undermine the whole process, shifting the focus from the goal of the process to the reason of the conflict.

On the other side a participatory planning process can create or enhance positive alliances, based on convergences of interests. These alliances should be addressed to the goal of the process.

Drawing a map of explicit or latent conflicts and alliances can anticipate obstacles, threats and enlighten opportunities and by that realize a more incisive process.



3. The CEETO Participatory Planning Process Assessment

The participatory activities sessions represent the consequent stages of the process. They should be implemented in a chronological order to reach the goal of the participatory planning process: the definition of the Sustainable Tourism Action Plan.

Participatory Activities Sessions

Sessions	Participatory Activities	To...
1	Establishing the Forum	Involve and commit the community
2	Participatory Mapping	Know the territory and share information
3	Future Search	Imagine the tourism you want
4	Ideas Factory	Create possible solutions and alternatives
5	World Cafe	Define the Action Plan

Each managing body of the CEETO Project Protected Areas should design the participatory planning process according to the expected results of their Sustainable Tourism Action Plan, the peculiar contexts of their territories and the methodology identified to monitor tourist flows (please refer to the project document “*Inventory of planning/management/monitoring tools and success stories for sustainable tourism in PAs*” DT 1.2.1).

As already said in the previous chapter, participatory planning processes are high time-consuming activities so, to save time and energy, it is important to identify the correct starting sessions to implement. To do so it is important to assess the state of the art of the following two criteria:

- a) level of stakeholders involvement (*low-medium-high*);
- b) level of definition of the Pilot Action(s) (*low-medium-high*).

3.1. How to assess stakeholders involvement criterion

To avoid as much as possible the subjectivity in the evaluation of stakeholder involvement, hereafter are described the tree levels characteristics:

- **LOW LEVEL:** the Protected Area management had never or rarely involved the community in decision making process until now. The relation between management body and stakeholders is mostly bilateral (one-to-one communication) and fragmented (discontinuous in time and ways). The community does not perceive or consider the issues of tourism (negative) impact as one of their problem. Stakeholders are not aware about CEETO Project objectives and contents.
- **MEDIUM LEVEL:** the Protected Area management had often involved the community in decision making process in the past. The relation between management body and stakeholders is mostly multilateral (many issues are discussed in public assemblies/collective sessions). Just small part of the community considers the (negative) impact of tourism as one of their problem. Stakeholders are not aware, or just partially aware, about CEETO Project objectives and contents.



- **HIGH LEVEL¹**: it exists a public forum of stakeholders (formal or informal) to which the Protected Area is referring when it has to take important decisions about tourism issues and policies. It is this the case of European Charter Forum in the framework of the ECST. A significant part of the community considers the (negative) impact of tourism as one of their problem. Most of the stakeholders had been already involved in activities, or at least informed about CEETO Project objectives.

3.2. How to assess level of definition of the Pilot Action(s) criterion

Each Protected Area should internally assess this issue, according also to its level of knowledge and understanding of the set of tools and methodologies proposed in the “ *Inventory of planning/management/monitoring tools and success stories for sustainable tourism in PAs*”:

- **LOW LEVEL**: the Protected Area management has not yet defined neither a series of possible monitoring tools/methodologies, neither the geographical area(s) inside the Park, but just the general issue.
- **MEDIUM LEVEL**: the Protected Area management has already defined the specific issues but not yet the geographical area(s) and/or a series of possible monitoring tools/methodologies.
- **HIGH LEVEL**: the Protected Area management has already defined the specific issues, the geographical area(s) and a series of possible monitoring tools/methodologies.

3.3. The Matrix of participatory planning process assessment

To identify the starting session of the participatory planning process that aim at the definition the Sustainable Tourism Action Plan, a Protected Area should use the following “*Matrix of participatory planning process assessment*”.

Matrix of P.P.P. Assessment

		Start from Participatory Activity Session....		
		3	4	4
Level of stakeholders involvement	HIGH	3	4	4
	MEDIUM	2	3	4
	LOW	1	2	3
		LOW	MEDIUM	HIGH
		Level of definition of the Pilot Action(s)		

4. The Participatory Activities Sessions

In this chapter are described the participatory activities and their related methodology. Each of them is described by an easy-to-use format, with all the useful informations related to their organization and realization.

To set up the time-frame of their implementation, the management of the Protected Area should take in consideration that each of them has an average duration of minimum 2 maximum 3 hours (up to 4 hours just in the case of World Cafe multiple rounds).

¹ The Protected Areas awarded with ECST should assess themselves as HIGH for this criterion



The manager should to prepare, facilitate and record the results of each session. In case that the Protected Area does not have in its organization the internal expertise to manage the participatory planning process, it should select/contract an external expert (or team of experts) to carry out the process speaking and acting in behalf of the Protected Area.

The starting session, whatever it is, should be opened with a clear presentation of the goal, the programme and the agenda of the participatory planning process (the definition of the Sustainable Tourism Action Plan). It is strongly suggest to prepare and deliver to all participants a leaflet with this informations.

GLI INCONTRI PARTECIPATI

<p>FEBBRAIO 2017 - PRIMO TAVOLO</p> <p><i>Vision: Turismo e Parco... luoghi e pratiche da conservare</i></p> <p>Giovedì 23 ore 17.00 "Colli" Lunedì 27 ore 17.00 "Terme"</p>	<p>APRILE 2017 - TERZO TAVOLO</p> <p><i>Impegni e azioni da mettere in campo</i></p> <p>Martedì 18 ore 17.00 "Colli" Mercoledì 19 ore 17.00 "Terme"</p>
<p>MARZO 2017 - SECONDO TAVOLO</p> <p><i>Strategie per la promozione del turismo sostenibile</i></p> <p>Lunedì 20 ore 18.00 "Colli" Martedì 21 ore 17.00 "Terme"</p>	<p>MAGGIO 2017 - QUARTO TAVOLO</p> <p><i>Priorità e tempi del Piano d'Azione, gli impegni concreti</i></p> <p>Lunedì 22 ore 18.00 "Colli" Martedì 23 ore 17.00 "Terme"</p>

PER ULTERIORI INFORMAZIONI:
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FORUM PLENARIO FINALE
Data da definire
Approvazione del documento di candidatura per la CETS

SEDE DEGLI INCONTRI:
 Ambito "Colli": sede del Parco "Colli Euganei" - Via Rana Ca' Mori, 8 (Este)
 Ambito "Terme": Sala I.A.T. - Viale Stazione, 60 (Montegrotto Terme)

Example of the calendar of the participatory process in the Regional Park of Colli Euganei (IT) for the renewal of the ECST

Please note that every session should be opened with a brief rep-up of the previous one. Moreover the manager/facilitator of the participatory planning process should keep a “logbook” of the process itself to be published on the social media and/or the official website of the Park, in which each chapter report the result of each session. This will allow to keep a common thread in the whole duration of the process.

To realise an incisive participatory planning process, the stakeholders should join to all the planned sessions, so it is strongly recommend to decide together with participants the agenda of the sessions, in order to facilitate their participation.

4.1. Session 1: Establishing the Forum

An inclusive local Forum should be established between the Protected Area management body and the stakeholders groups, as first step of the participatory planning process. This activity should be considered as a precondition to start the participatory planning process.

The Forum is a public assembly open to all the subjects that are dealing, directly or indirectly, with tourism and conservation issues in the Protected Area territory and buffering zones: local municipalities, conservation and community organizations/associations and representatives of the tourism businesses. Best practices, mainly coming from the experience of ECST network, suggest to involve all subjects settled on the territories of the municipalities touched by the Protected Area borders. The involvement could be enlarged to the nearest urban areas in which there are stakeholders that can influence tourism flows in the Protected Area.

Answering to the question presented in paragraph 2.2. - *What are the interests affected by the results of the process and who is representing those interests?* - helps the management of the Protected Area to enlist the correct subjects (individuals and/or organizations) to invite to the Forum. A public/official invitation to the local stakeholders should be launched through the institutional communication and information channels of the Protected Area.



First meeting of the ECST Forum in the Regional Park of Monviso (IT)

The objective of this activity is to involve and commit the local community on the sustainable tourism development, and in particular to the overall objective of the participatory planning process: the definition of the Sustainable Tourism Action Plan.

To do so, the Park should play the role of the “*discreet house owner*” of the Forum, inviting the participants, proposing the issues and problems to be discussed and present the agenda of the participatory planning process. Participants should perceive the Forum as the place where they can express their needs, interests, hopes and fears towards the tourism development in their territory.

The Forum should be established to become *permanent*, and by that to survive to the end of the implementation of the Project CEETO. It should represent from now on the main “*umbilical cord*” between the Protected Area and the local community in the framework of sustainable tourism development.

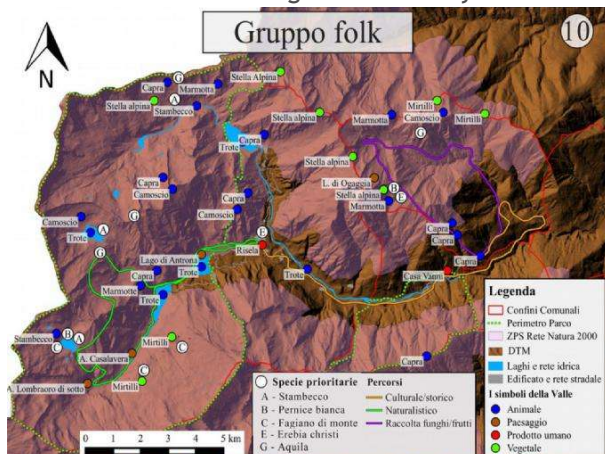
Moreover the Forum will play a relevant role in the monitoring phase of the Sustainable Tourism Action Plan, as described below in Chapter 5.

Aside the Forum, when the participatory planning process requires it, it could be activated a small and operative Coordination Committee including the representatives of the Protected Area management, of the local authorities and the team of experts (if contracted) that are facilitating the participatory planning process. The Coordination Committee could play the role of the “*watch dog*” of the entire process by monitoring activities, facilitating the participation of the subjects, evaluating the outputs of each session and proposing possible corrections to the process. Longer the implementation time of the process, higher is the need of a Coordination Committee.

4.2. Session 2: The Participatory Mapping

Participatory Mapping (or Community Mapping) methodology combines cartography with participatory methods to represent territorial knowledge of local communities. Participatory maps are planned around a common goal. The higher the level of participation by all interested stakeholders of the community, the more relevant are the informations that the map contains.

As every stakeholder has different perception of the territory and its values, according to different background, interests, skills and knowledges, the set of the informations gathered by the participatory mapping, will cover a wide qualitative spectrum that can be combined with “scientific knowledge” that the Protected Area management already has about the territory.



Community Map (Theme: folklore) of the Natural Park of Alta Valle Antrona (IT)



Community Mapping - Participatory meeting in the Protected Landscape Konjuh (BiH)

For the purpose of Project CEETO, Participatory Mapping is useful to define:

- a) the most precious/valuable area(s) to preserve and promote in the Protected Area;
- b) the most vulnerable area(s) endangered by tourism pressure;
- c) the most relevant tourism flows that cross the Protected Area.



ACTIVITY	PARTICIPATORY MAPPING: Know the territory and share information
NEEDED MATERIAL	a) Map of the territory of the PA, A2-A1 dimension (1 copy each 4 participants); b) Set of marker pens, at least 3 different colours (1 set each 4 participants).
PREPARATION	1. The facilitator divides the audience in N groups of minimum 4 - maximum 6 participants; 2. Each group sits around one table in circle; 3. On each table the facilitator put 1 map and 1 set of marker pens.
IMPLEMENTATION	1. The representative of the PA gives a short introduction/presentation about the natural, landscape and biodiversity values of the Protected Area (15') on a cartographic basis; 2. Each group has to point on their map the most valuable places in the territory according their own opinion (20') and then report to the rest of the audience (5' each group); 3. Each group draws on the map the 3 most important tourist flows, each with a different colour, categorizing them by typology (who they are? what they are doing? where they coming from?) indicating, where is possible, the most visited spot(s) for each category (20'), and then report to the rest of the audience (5' each group).
POST-ACTIVITY WORK	The Reporter synthesizes on one single map all the maps produced by the groups.
OUTPUT(S)	a) Single Participatory Map including community and scientific knowledge of the territory; b) Definition of the first set of main hot-spot of tourism pressure; c) First assessment of analysis of tourism flows according <i>Sankt Gallen</i> methodology.

4.3. Session 3: The Future Search

The Future Search methodology is an interactive planning activity that focuses on breaking down borders between different, and maybe conflicting, interests enlightening alliances and creating understanding about common scenarios for the future. Once a common problem/issue is defined the participant are asked to imagine the future, starting from analysing the time-line that has brought to the present situation. It brings on the same table - focused on the same goal - different informations, expertises, abilities, knowledges and prerogatives.



Future Search - Participatory meeting in the National Park of Dolomiti Bellunesi (IT)



For the purpose of Project CEETO, Future Search is useful:

- a) to define the common vision that will underpin the whole Sustainable Tourism Action Plan, i.e. the basis of the Strategy of the plan itself;
- b) to enlist negative/positive impacts of tourism flows on the Protected Area.

ACTIVITY	FUTURE SEARCH: <i>Imagine the tourism you want</i>
NEEDED MATERIAL	<ol style="list-style-type: none"> a) Flip-chart; b) Green post-it (1 each participant); c) Red post-it (1 each participant); d) Participatory Map (if available) or a regular Map of the Protected Area.
PREPARATION	<ol style="list-style-type: none"> 1. Chairs has to be distributed in one big single circle, participants are asked to take a sit; 2. Put on the wall (or show on the screen) the Participatory Map (if available) or a regular Map of the Protected Area.
IMPLEMENTATION	<ol style="list-style-type: none"> 1. The representative of the Park (or the Facilitator) give a short introduction/presentation about the Strengths and the Weaknesses of the Park in the framework of touristic flows, helping himself/herself with the Map (Participatory or regular one) and pointing out the problem/issue and the opportunities that came out during previous assessments and/or participatory activities sessions (20’). 2. An open discussion on the causes that brings to the current situation is open, participant are asked to stand-up and speak one by one and maximum for 1’ each (20’). 3. The Facilitator asks to the participants “<i>Imagine that you are going to be far from here for at least 5 years, and then you come back. What kind of tourism you don’t want to find anymore and what kind of tourist you want to find (already existing and/or new)</i>”. Participants are asked to answer individually. Red and Green post-it should help the participants to synthesize their answers in few words (15’). 4. The Facilitator divides the flip-chart page in two sides, on the left side “<i>the Tourist that I don’t want anymore</i>” on the right side “<i>the Tourist that I want to find</i>”. Participants are asked to come one by one aside the flip-chart and put on the correct side their red and green post-it, explaining in few words the reason of their choices (20-25’) and deliver the future search template to the Facilitator (25’).
POST-ACTIVITY WORK	The Reporter categorizes the red and green post-it by typology of tourists and (where possible) underline related geographic locations, and realize a single common future search report.
OUTPUT(S)	<ol style="list-style-type: none"> a) Categories of welcomed/not welcomed tourist flow(s); b) Definition of main problems caused by tourism flows(s); c) Definition of main potentials of tourism development; d) Suggestions and inspirations for drafting or completing the Pilot Action(s).



4.4. Session 4: The Ideas Factory

The Ideas Factory is a participatory activity to draft different potential answers to react to a common issue/problem or to take advantage of opportunities. The higher the level of participation by all interested stakeholders of the community, the easier is to find alliances and partnerships to overcome obstacles and find incisive solutions. Different ideas coming from stakeholders with different backgrounds and abilities can help to build up more effective and integrated Action Plans, in which actions and projects can take advantage of other complementary one.



The Ideas Factory - Participatory meeting in the Regional Park of Monviso (IT)

For the purpose of Project CEETO, Ideas Factory is useful:

- a) to define a first list of possible actions to include in the Sustainable Tourism Action Plan;
- b) to detail the Pilot Action (in particular for those Protected Areas awarded with ECST).

ACTIVITY	IDEAS FACTORY: Create possible solutions and alternatives
NEEDED MATERIAL	<ol style="list-style-type: none"> a) Hourglass or timer; b) Action template² (see example below); c) Participatory Map (if available) or a regular Map of the Protected Area.
PREPARATION	<ol style="list-style-type: none"> 1. Before the session, Facilitator prepares the draft of the Pilot Action(s) using the Action template. 2. Chairs has to be distributed in one big single circle, people are asked to take a sit. Each one receive a copy of the draft of the Pilot Action(s), and a blank copy of the Action Template. 3. Put on the wall (or show on the screen) the Participatory Map (if available) or a regular Map of the Protected Area.

² PA awarded with ECST should use the same template they used during ECST process.



IMPLEMENTATION	<ol style="list-style-type: none"> 1. The representative of the Park (or the Facilitator) give a short introduction/presentation about: <ol style="list-style-type: none"> a) the Strengths and the Weaknesses of the Park in the framework of touristic flows (20’), or b) the result of the Future search (if this session had been implemented) (10’) 2. The representative of the Park (or the Facilitator) presents the Pilot Action(s), using the Action Template (20’); 3. Participants are asked to give comments/suggestion and propose integration on the Pilot Action(s), writing on the copy they receive. On the blank template they can write a proposal(s) of action(s) of their own that tackle the problems/issues pointed in the previous presentations. The stakeholders’ actions should be linked directly or indirectly with the Pilot Action(s) proposed by the Protected Area management. (30’) 4. Each participant stands up and present his/her proposal of integration of the Pilot Action(s) in one round of the hourglass (2’) and his/her proposal for a new Action in two round of the hourglass (4’) (25-35’).
POST-ACTIVITY WORK	<ol style="list-style-type: none"> a) The Reporter should categorize the proposed actions by similar objective and define the priorities of the Strategy of the Sustainable Tourism Action Plan. b) The Reporter should send to all participants the electronic version of his/her action with request of explanation/integration if any. c) The management of the Protected Area should have an internal meeting to evaluate the proposed integration to the Pilot Action and actions proposed by the stakeholders. PA awarded with ECST should discuss if it is worth to include the proposed actions in the ECST Action Plan.
OUTPUT(S)	<ol style="list-style-type: none"> a) Bank of ideas, i.e. collection of proposals, project and actions to be evaluated and eventually included in the Sustainable Tourism Action Plan. b) Definition of the specific objectives of the Strategy of the Sustainable Tourism Action Plan. c) First draft of the Pilot Action(s).

In the figure below is reported an example of Action Template inspired by the participatory planning process in the framework of the ECST. Each management body of Protected Area could adapt this example format to the specific needs and objective of their process.

TITLE OF THE ACTION	
PROPOSER(S)	
SPECIFIC OBJECTIVE	
ECST KEY TOPIC* (optional for CEETO Project)	
BRIEF DESCRIPTION (10 LINES MAX)	
EXPECTED RESULTS	
IMPLEMENTATION PERIOD	
RESOURCES (€ and day/man)	
POTENTIAL PARTNERS / RELATION WITH OTHER ACTIONS	

* To know more about 10 ECST Key Topics, please take a look to the ECST Manual (http://www.europarc.org/wp-content/uploads/2015/12/ECST_2015.pdf)



4.5. Session 5: The World Cafe

World Cafe methodology is designed to create a collaborative environment to develop concrete actions and initiatives from multiple ideas coming from different stakeholders. World Cafe combines interactions between stakeholders and multiple focus group on different thematics and topics. Scientific, technical and community knowledges are committed on the same goal. The higher the “biodiversity” of the stakeholders (for walk of life, expertise, interest and culture), the easier is to define concrete actions.



World Cafe - Participatory meeting in the Protected Landscape Konjuh (BiH)

For the purpose of Project CEETO, World Cafe is useful:

- a) to define indicators, time of implementation/monitoring and economic resources, possible partnerships of the Pilot Action(s) and/or of all the possible other actions to be included in the Sustainable Tourism Action Plan;
- b) to present and discuss technical solutions (if any) embedded in the Pilot Action(s).

If the Protected Area management has just to discuss and define the Pilot Action (this could be the case of the Protected Area already awarded with ECST), the World Cafe should be organized in one single round, to define multiple aspects: possible technical solutions, indicators related to the expected results, time of implementation, resources, possible partnerships.

If the Protected Area management has to define other actions, the World Cafe should be organized in multiple rounds.

ACTIVITY	<i>WORLD CAFE: Define the Action Plan</i>
NEEDED MATERIAL	<ol style="list-style-type: none"> a) 4 round tables; b) 4 A2 or A1 blank sheet (one for each table); c) light catering service (coffee, juice, drinks, aperitifs); d) 4 facilitator assistants (the “Waiters”); e) 4 sets of marker pens (one each table).
PREPARATION	<ol style="list-style-type: none"> 1. The Facilitator write on each blank paper the topic that will be discussed on that table (topics: 1. Technical Solutions; 2. Indicators; 3. Time of implementation/monitoring and Economic resources; 4. Possible partnerships); 2. The Waiters distribute themselves one each table. They will be the reporters at the end of the session.



IMPLEMENTATION	<p>1. The representative of the Park gives a short introduction/presentation about the Pilot Action(s) including proposed technical solutions (if any) (20').</p> <p>2. On each table start the conversation about the related topic, while the waiter facilitates the discussion and uses the blank paper to get notes; every 20' the Facilitator asks to the participants to change table, changing the composition of the group. Only the Waiters do not change table. At the end each participant should have attended all the 4 topics' table (1h 30').</p> <p>4. The Waiters report to all the audience the results of their table (25').</p> <p>If the World Cafe has been organized just for the definition of the Pilot Action the session stops here.</p> <p>If there is other actions to be discussed, other rounds should be organized.</p> <p>Facilitator can decide to discuss more than one action per round, categorizing them per thematic or specific objective.</p>
POST-ACTIVITY WORK	The Reporter finalizes the Sustainable Tourism Action Plan and propose it to the management of the Park to be discussed and then implemented.
OUTPUT(S)	<p>a) Pilot Action(s) defined.</p> <p>b) Sustainable Tourism Action Plan defined.</p>

4.6. Flow Chart of the Participatory Planning Process

