

Title of the example of good practice (problem and solution in the title)	Increasing the income of the local community through the formation of a tourism cluster
Categories	Tourism, Local products, Local initiative, Management
Organisation	WWF Adria
Partners	Una National Park, local community – UNASANA tourism cluster
Area of Activity / Location	Una National Park
Country	Bosnia and Herzegovina
National protection category (IUCN?)	IUCN II / National Park
Scope of implementation (local, national)	Local
Time period required to achieve a solution	2 years
Number of employees	1.
Budget	EUR 150,000
Funding source	Sida
More information	http://d2ouvy59p0dg6k.cloudfront.net/downloads/una_fact_sheet_2017_hr_verzija_za_web.pdf English version - http://croatia.panda.org/en/what_we_do/protected_areas/pa4np/ https://www.facebook.com/klasterunasana/
Contact person	Zrinka Delić
Achievements (overview)	<ul style="list-style-type: none"> • Second tourism cluster in Bosnia and Herzegovina • Number of cluster members – 27 organisations • Number of products (traditional local gastronomic offer) – 30 • Number of new services (outdoor tourism, cultural-historical) – 20 • Number of families directly benefitting – 300 (cluster

	<p>members or employees of hotels/restaurants which are cluster members)</p> <ul style="list-style-type: none"> • Indirect benefit to the people – 1000 (family members collecting an income from the activities)
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Problem/opportunity	
Problem you wish to solve	<p>Lack of a high-quality local offer (underdeveloped infrastructure, insufficiently equipped accommodation capacities, underdeveloped tourist routes, insufficiently trained guides, skippers).</p> <p>Improving the economic situation on a local level.</p> <p>Unsatisfactory product and service promotion at the Una National Park in a tourism context.</p>
Opportunities you wish to seize?	An increase in the number of visitors has led to the increase in demand for local products.
Planning	
Key prerequisites for success	<p>Legal:</p> <p>According to the Act on Associations – tourism cluster members must be legal entities which can form an association</p>
	<p>Institutional:</p> <p>The protected area is willing to include the local community in its activities.</p> <p>A strategic acknowledgement of tourism (instead of hydropower) as the mode of economic area revitalisation.</p> <p>A common interest of the PA managers, all levels of authority and the local community.</p>
	<p>Internal capacities:</p> <p>A single person responsible for the functioning and operations of the cluster.</p>
How did the idea come to you?	As a logical sequence of events following the

	development of the local tourist offer. The idea came naturally, since tourism is the only existing economic sector in the area, and it should be sustainable so that the natural beauty of the area is preserved.
Is the idea part of a more expanded strategy?	<ul style="list-style-type: none"> • The development strategy of the Una-Sana Canton • The development strategy of the city of Bihać 2014-2023 • The development strategy of the upper Una river • The tourism development master plan • Management plan for the Una National Park
What are the roles of the partners?	<p>Una National Park – directing the visitors to products and services of the tourism cluster</p> <p>Local community – making high-quality local products available and meeting the needs of the tourists</p>
Implementation	
Key stages – from idea to actualisation?	<ol style="list-style-type: none"> 1. analysing the stakeholders 2. strengthening the capacities of interested stakeholders (trainings) 3. field trip – regional examples of good practice 4. founding a tourism cluster 5. identifying tourism products and services 6. creating package tours, branding and market placement
How have you included the partners?	<p>The Una National Park was included in all the project stages.</p> <p>The local stakeholders were not involved in the planning, but the interested stakeholders were included in all implementation stages.</p>
How did you select the local stakeholders?	Based on the local stakeholders' interest and capacities.
How have you included the stakeholders?	By informing all the stakeholders of the initial plans (stage 1 and 2), and the interested active stakeholders in the later stages of communication

Which vulnerable groups have you included and in what way?	Women's associations were included. Through equal approach as with other stakeholder groups – through conversation and subsequent e-mail and telephone communication. It's all about the individual approach. A weaving workshop in Kulen Vakuf opened its doors to tourists, as part of the Una National Park tourist offer, through the provision and installation of pellet ovens and weaving looms for the workshop which contributed to the strengthening of the cultural tourism of the area and the capacities of the Kulen Vakuf Women's Association.
Have you drawn the attention of the local stakeholders to their rights to information?	Through a dialogue with the local community in order for them to become a part of the tourism cluster and place their products on the market, their attention was drawn to the possibility of participation in the various activities of the Una National Park, as well as their right to information that the managers should provide.
Which communication activities have you implemented and which channels have you used?	The media – TV and web-portals, as well as social networks. Individual contact – in person, by e-mail and telephone.
How have you included the activities of reducing and alleviating climate change into your work?	Developing standards for sustainable business – energy efficiency, a recommendation to clusters members to use solar panels (installation of solar panels for the purpose of water heating in the Plješevica mountain lodge), energy-efficient light bulbs, to recycle and use local products.
Challenges during implementation:	Administrative: Slow procedure implementation
	Technical: Lack of capacities (a single person on the project)
	With the stakeholders: Getting the stakeholders to work together in order to achieve better results.
Change	
How was the negative environmental impact reduced?	Tourism entities becoming more environmentally conscious: some became energy-efficient by introducing

	<p>pellet heating, others brought electrical power to remote places through the introduction of solar panels; others promote a healthy lifestyle in natural surroundings through the practice of sports and recreational activities, water sports – rafting and bicycle tourism.</p> <p>There has also been a decrease in poaching and illegal landfills.</p>
Positive economic (E) and social (S) change in:	<p>The public sector (local, national)</p> <p>S: the promotion of the area and local producers, increased visibility</p>
	<p>The business sector:</p> <p>E: increased income, sustainable business activities</p> <p>S: promoting products and services, the possibility of networking and joint action, education</p>
	<p>Protected area management:</p> <p>E: resource saving (through donating eco-stands for the eco-market, equipping the info-point)</p> <p>S: reduced pressure related to the construction of a hydropower plant at the Una National Park</p>
	<p>The local community:</p> <p>E: increased income, increased number of jobs</p> <p>S: promoting products and services, synergy with other suppliers, education</p>
What's your greatest contribution to the project?	<p>To nature:</p> <p>Raising the people's awareness on the importance of preserving natural resources so they also can live well.</p>
	<p>To the people:</p> <p>Increasing the income of the local community based on our own products and services.</p>
Replication and recommendations	
What are the key elements essential to replication?	<ul style="list-style-type: none"> • The existence of a natural resource on which to develop a story (protected area).

	<ul style="list-style-type: none"> • Institutional support. • Financial resources. • Interest of the community. • A single dedicate person leading the process. • The draft of the contract on providing administrative and technical support, which was the foundation of the common arrangement and included all parties, not placing any in an unfavourable position. • Creating an information service – a meeting place for tourist and economic entities, their networking and mutual support through projects and raising environmental awareness on the necessity for area preservation.
Is there anything you would do differently (and recommend others)?	<ul style="list-style-type: none"> • Formalising institutional support (agreements). • The recommendation is towards the development of regional methodology for the foundation of tourism clusters in protected areas.
What is the key element for project sustainability?	A recognised product and market positioning.
What are your recommendations for policy improvements?	<ul style="list-style-type: none"> • Coordinating laws (tourism, hospitality, sole proprietorships) on all levels of government. • Coordinating curriculums of hospitality schools and the market demand. • Subsidies for the modernisation of hospitality schools. • Subsidies for starting tourism-oriented businesses.
What are the areas for which you'd like to know about the examples of good practice?	<ul style="list-style-type: none"> • Market positioning (promotion and sales) • Raising the product quality and standardisation • Female-led entrepreneurship
Expectations	
What do you expect of the “Nature for People” site?	That the people recognise these examples, based on what we do, as models for achieving economic benefits through the preservation of natural resources and product and service placement.

