

**REVISTA DE ANÁLISIS TURÍSTICO, nº 23, 1º semestre 2017, pp. 14-22**

**DEFINICIÓN DE MODALIDADES DE IMPULSO TURÍSTICO VINCULADAS  
A LA CUSTODIA DE TERRITORIO EN ESPACIOS NATURALES. UNA  
REVISIÓN DESDE EL ANÁLISIS DE EXPERIENCIAS**

**DEFINITION OF THE FORMS OF TOURISM DEVELOPMENT LINKED TO  
LAND STEWARDSHIP IN NATURAL SPACES. A REVIEW FROM AN  
ANALYSIS OF EXAMPLES**

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**Para citar este artículo:** Capdepón, M. (2017): Definición de modalidades de impulso turístico vinculadas a la custodia de territorio en espacios naturales. Una revisión desde el análisis de experiencias. *Revista de Análisis Turístico*, 23, pp 14-22

**To cite this article:** Capdepón, M. (2017): Definition of the forms of tourism development linked to land stewardship in natural spaces. A review from an analysis of examples. *Revista de Análisis Turístico*, 23, pp 14-22

*Revista de Análisis Turístico*

ISSN impresión: 1885-2564; ISSN electrónico: 2254-0644

Depósito Legal: B-39009

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# DEFINITION OF THE FORMS OF TOURIST DEVELOPMENT LINKED TO LAND STEWARDSHIP OF NATURAL SPACES. A REVISION FROM AN ANALYSIS OF EXAMPLES

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## resumen

*La gobernanza requiere mecanismos innovadores de gestión y conservación medioambiental, entre ellos la custodia del territorio; un instrumento que implica a propietarios de fincas privadas, usuarios y distintas entidades en la protección de valores naturales y culturales a partir de acuerdos voluntarios de colaboración. En este sentido, el trabajo que aquí se presenta parte de la idea de que su alcance puede ir mucho más allá de lo puramente conservacionista ya que puede desempeñar un importante papel en el impulso socioeconómico de los territorios en los que la custodia se desarrolla, particularmente desde un punto de vista turístico. Para demostrar tales argumentos y avanzar en el conocimiento de estas cuestiones, el presente artículo revisa y analiza experiencias significativas de diversas entidades de custodia, tanto a escala nacional como internacional, que proponen iniciativas, actividades y servicios turístico-recreativos de muy variado tipo, generalmente en el marco del turismo de naturaleza, el ecoturismo y el turismo rural.*

**Palabras clave:** *Gobernanza, acuerdos voluntarios, conservación, turismo de naturaleza, ecoturismo*

## abstract

*Governance requires innovative management and environmental conservation mechanisms, including land stewardship, an instrument that involves owners of private estates, users and different entities in the protection of natural and cultural assets through voluntary collaborative agreements. In this regard, the work presented here proposes that the scope of Governance can go far beyond the purely conservationist aspect since it can play an important role in the socioeconomic development of land under stewardship, particularly from a tourist point of view. In order to demonstrate these arguments and advance knowledge of the issues, this article reviews and analyses significant examples of various stewardship entities, both nationally and internationally, that support initiatives, activities and tourist services of a very varied type, generally in the context of nature tourism, ecotourism and rural tourism.*

**Key words:** *Governance, voluntary agreements, conservation, nature tourism, ecotourism*

**Received:** 27/09/2016

**Accepted:** 08/03/2017

## 1. introduction

According to Farinós (2008: 12-13), governance involves the emergence of innovative practices that can contribute to overcoming the limitations of traditional methods. By definition, this involves a wide and complex set of public and private actors, and is based on flexibility, partnership and the voluntary participation of the various representatives of existing social interests. In other words, it represents an alternative model of managing public affairs.

From this perspective, when one speaks of governance, we recognize the relevant roles exercised by all of the agents that make up a territory and the activities undertaken therein. It is assumed that they all form an important part of the management of the environment and, consequently, new formulae are sought that permit joint work, cooperation, dialogue and the achievement of common objectives (Biodiversity Foundation, 2016: 57).

In the context of biodiversity conservation, public sector management is also in an intense process of transformation. Among other aspects, it has been shown that decisions no longer depend only on public administrations; there is now a multiplicity of actors influencing the public scenario. This is compounded by the budgetary and resource constraints of recent years, which make it difficult for public administrations alone to meet the challenges posed by the conservation of our natural heritage (Biodiversity Foundation, 2016: 56-57).

Governance therefore requires mechanisms that can complement conventional management schemes, particularly in the context of protected natural areas. From amongst these, this article pays particular attention to those that are voluntary, these being increasingly used by managers in conservation programmes (EUROPARC-Spain, 2010: 105); and, more specifically, to the stewardship of land, which involves collaboration between owners of private estates, operators and other entities in the good use of areas of great natural, cultural and scenic value.

And, as stated by the Biodiversity Foundation (2016: 58), "the stewardship of territory involves a response to the challenges of governance of protected areas [thus] creating a new form of action in biodiversity conservation, which broadens the perspective of traditional tools in the hands of public authorities".

And without losing sight of all the above, it is necessary to point out a most important aspect of the work presented here, that is, in addition to its indisputable conservationist faculty, land stewardship can also open other possibilities, particularly from the tourism point of view.

## 2. a brief overview of the concept

According to Basra and Sabaté (2006: 9), land stewardship constitutes "a set of strategies and instruments that seek to involve land owners and users in the conservation and good use of natural, cultural and scenic values and resources [on the basis of] agreements and mechanisms of continuous collaboration between owners, custodians and other public or private agents. Stewardship entities (the concept is proposed as a translation of the *land trusts* of the Anglo-Saxon countries) are public or private non-profit organizations (associations or foundations of various types, conservation NGOs, public entities – local councils, regional councils, consortia etc., study centres, sports clubs, among many others) that advise owners and actively participate in the conservation of the natural environment using land stewardship techniques" (Biodiversity Foundation, 2015: 5).

The term is proposed as a translation into Spanish of the Anglo-Saxon concept of *land stewardship*, a strategy of conservation of natural and cultural values that has developed from the end of the 19th century in countries such as the USA, the UK, Canada and others in Latin America, and that is coincidental with the global expansion of conservationism after the founding of the first national parks in North America (Yellowstone -1872, Yosemite -1880, Banff -1885). These are paradigmatic examples of rigid conservation, maintained through command and control measures, financed mainly by direct state subsidies and / or private donors (Büncher and Fletcher, 2015: 283). It is noted further that, during the last decades, many organisations of this type have seen the urgent need to adapt and operate within the framework of so-called green capitalism (or the green economy) (Büncher and Fletcher, 2015: 275) where conservationist policies have been made much more flexible and, among other practices, allow the development and promotion of activities related to ecotourism.

In any case, it should be emphasized that custodians and the private sector have played an important role in advancing the conservation mission (Büncher and Fletcher, 2015: 276). And it is not surprising, therefore, that it is in some of these Anglo-Saxon countries that land stewardship is more consolidated and enjoys broad social, institutional and legislative recognition (Basora and Sabaté, 2006: 11; Durá, 2015:83).

As Sabaté et al (2013: 10) point out, in Europe the number of custodial bodies is increasing markedly, partly because they cover a wide variety of typologies (large foundations, small nature conservation associations, voluntary groups, local public administrations ...). Organisations all of which, although they differ in their legal form and size, share the use of techniques, which aim to preserve nature and the natural

landscape. In addition, these entities complement other environmental policies, legal instruments, and strategies (Sabaté et al., 2013: 36).

In the Spanish case, land stewardship is still in a very incipient state, although it is gaining increasing weight in the management of the natural environment, particularly in regions like Catalonia and the Balearic Islands. So much so that the "Law on Natural Heritage and Biodiversity", a state regulatory framework in place since 2007, points to the need for public administrations to foster stewardship arrangements by signing such agreements which can thereafter determine the means of conserving and managing land that has specific values.

In this regard, the words of Pietx and Carrera (2012: 12) should be taken into consideration. They see land stewardship as a tool for "innovative, participatory conservation, of social and political impact and international projection" which, generally, has a greater impact outside the territory strictly protected, as this is managed by the responsible public administration. In fact, this usually works with land important for protected natural areas, such as ecological corridors or buffer zones; this is necessary to achieve greater ecological and territorial integration. They are also often used in small protected areas with less important aspects such as flora micro-reserves or wildlife reserves, where high-value species (endemic, threatened, endangered...) are preserved (Capdepón, 2013: 151).

### **3. the role of land stewardship in the tourism context**

As previously mentioned, one of the most important aspects of the work presented here is that in addition to the usual objectives, generally associated with the conservation of traditional land management, the conservation of species of fauna and flora, habitat restoration and recovery or the improvement of the sustainability and biodiversity of agricultural systems (Biodiversity Foundation, 2015: 44-45), land stewardship can also contribute to the value of the natural and cultural heritage of the protected land, its value to society, communicate its importance, and provide the services needed so that it can be used for educational, sports and recreational purposes. In other words, stewardship agreements can generate economic benefits through a more mercantilist focus; for example, through practices related to ecotourism (accommodation, guided tours) or environmental education (Sabaté et al., 2013: 10).

In addition, the possible links that can be generated between stewardship entities and the local business community, through, for example, its corporate social responsibility (hereinafter CSR) are of great interest. And the former can provide efficient and effective protection of natural resources, while companies can provide funding, networks of partners and experience in the framework of sustainable tourism (Chancellor et al., 2011: 867; Chancellor, 2012: 280). These

relationships, similarly, would also serve to spread the principle of land stewardship among visitors and promote and publicise protected spaces (Basora and Sabaté, 2006: 34) and encourage ecotourism activities on private estates (Sabaté et al., 2013). In fact, for Urry and Larsen (2011: 108-109), the increase in the number of members of this type of organisation, focused both on protection and on improving access to nature, is a reflection of the fact that these have become attractive objectives for visitors and tourists.

For reasons such as these, the Nature and Biodiversity Tourism Sector Plan (2014-2020), a document conceived as a framework for public-private partnership, whose goal is to validate the biodiversity of our country to boost nature tourism as an economic activity, does not hesitate to state that "land stewardship can contribute to the alliances between the different stakeholders in order to advance the positive synergies between tourism, biodiversity and conservation". These ideas link with the proposals of the State Forum of Land Stewardship, which underlines the need to generate new tourism models, especially ecotourism, based on nature and rural life, in which stewardship initiatives can play a relevant role (FECT, 2011: 37).

However, there are few examples in Spain combining stewardship and tourism development, although, as will be seen below, there exist some first instances of stewardship entities in areas of great tourist interest, as well as in rural areas (FECT, 2011: 37). This reality is also reflected in the scarcity of bibliographical references on the subject, beyond some brief allusions in certain publications that are essentially environmentalist and / or conservationist (EUROPARC-Spain, 2010, FECT, 2011, Pietx and Carrera, 2012; Sabaté et al., 2013, Biodiversity Foundation, 2016).

For its part, the Anglo-Saxon research (Turner et al., 2001, Eagles, 2008, 2009, 2013, Chancellor et al., 2011, Chancellor, 2012, among others) is more numerous and widespread, carried out, mainly, in countries where land stewardship is widely developed. For some of these authors (Eagles, 2009: 240; Chancellor 2012: 278), the implementation of tourism- recreational services by these types of non-profit organisations within parks and protected areas is an alternative to more conventional environmental management and conservation instruments. Others, such as Chancellor et al (2011: 864), point directly to the fact that collaborative efforts between custodians and tourism organisations can strengthen the protection of natural areas, especially those that are important for destination image and that even form the actual basis of their tourist attraction.

### **4. objectives and methodology**

According to Eagles (2009:246; 2013:542), governance in the tourism development of natural areas (protected or not) has become a priority research line in







which further work is needed. Hence, this present work aims to advance the understanding of the role that, in this context, is fulfilled by land stewardship. Not surprisingly, according to the results of some studies (Eagles, 2009: 244; Romagosa et al., 2012: 140), the models closest to the standards of good governance are precisely those in which non - profit (e.g., custodial) entities participate either exclusively or in collaboration with other agents.




On the basis of these arguments, the present article emphasises that land stewardship not only represents a complementary instrument for policies of conservation and environmental management but, more especially, it also constitutes a mechanism to take account of the tourism perspective. In this regard, the examples presented in the work show that land

stewardship can play a determining role in the tourist-recreational development of the relevant territories.

To achieve this objective, an empirical analysis of various custodial entities, both national and international (see Table 1), was carried out, based on information on their web pages, reports, annual accounts and corporate publications; in addition to other bibliographic resources such as the Report of the 4th Inventory of Stewardship Initiatives of the Spanish Government, prepared by the Biodiversity Foundation Land Stewardship Platform (Biodiversity Foundation, 2015). It should be noted that these organisations have been chosen as they provide meaningful examples to verify the assumptions and not by the application of specific selection criteria.

Table 1: Review of land stewardship entities

	Created in 1889, the RSPB is responsible for conserving thousands of hectares of avian ecological importance in the United Kingdom. It operates by receiving legacies and buying land (Durá, 2015: 83). It has 1 million members and around 200 reserves that extend approximately to 130,000 ha.
	Founded in 1895, it is undoubtedly one of the most relevant British entities. It protects about 1215 km of coastline, 247,000 ha of land, and some 350 historic buildings, gardens, parks, monuments and nature reserves; it has more than 4 million members and received some 21 million visitors between 2010 and 2014.
	Created in 1951 in the USA, it has become one of the most important entities on a global scale. It manages valuable natural environments in 69 countries, protects some 48,000,000 ha of land and 8,000 km of river, and manages more than 100 marine conservation projects. It has more than 1 million members.
	La Sociedad Española de Ornitología (Spanish Ornithological Society - SEO/BirdLife) was founded in 1954 for the conservation of wild birds and their habitats (Durá, 2015: 108). According to the Biodiversity Foundation (2015: 21) it represents one of the largest Spanish institutions, with about 57,000 ha under its stewardship, including 8 ornithological reserves.
	The Argentine Wildlife Foundation is a pioneer in Latin America (founded in 1979). Since 1987 it has developed the Wildlife Refuge Programme, a national network of 18 private reserves (extending to 193,000 ha) based on agreements with landowners. These are formal commitments to develop sustainable productive activities.
<b>Fundación para la Conservación del Buitre Negro</b>	The Foundation for the Conservation of the Black Vulture was created in 1986 in Holland with the main objective of reintroducing the Black Vulture into its traditional European area of distribution. Its first project began in 1987 in Mallorca, Spain, supporting the Government of the Balearic Islands in the revival of the last global island population of Black Vultures.
	The Fundación Global Nature (World Nature Foundation) was established in 1993. Among its founding purposes are the conservation, protection and management of the environment. According to the Biodiversity Foundation (2015: 62), it is among the main Spanish organisations, measured by the number of its land stewardship agreements, with 133 signed to date.
	The Mediterranean Wildlife Foundation was created in Mallorca in 2002 to contribute to the conservation of biodiversity in the Balearics and elsewhere in the Mediterranean Sea; it protects and develops scientific, conservation and educational activities in several properties (Son Pons, Campanet, Ariant).

	<p>Formerly known as the Urdaibai Foundation, this was created in the Basque Country in 2002 as a private, non-profit entity to promote the conservation and management of the natural heritage. To the present it has signed a total of 138 agreements (Biodiversity Foundation, 2015: 62).</p>
	<p>Established in 2009 as an NGO, this is an initiative involving people living in various regions, but especially in the countryside, who share an interest in its conservation and sustainable development. According to the Biodiversity Foundation (2015: 57), it has 205 signed land stewardship agreements.</p>
	<p>Founded in 2013, and with its origins in Caixa Catalunya's Obra Social (Bank of Catalonia Social Work), it has 59 signed agreements (Biodiversity Foundation, 2015: 61), carries out a programme of land stewardship initiatives (Nature Space Network), in addition to supporting the Xarxa de Custòdia del Territori (Land Stewardship Network) on a regular basis.</p>

Source: Own design based on the corporate websites of each entity and cited sources.

## 5. application of the analysis of the relationship between stewardship and tourism

The review of these custody bodies has permitted the identification of different lines of action with a marked tourist-recreational component; these are as set out below.

### 5.1. visits and development of tourist-recreational activities

There is no doubt that the welcoming of visitors and the practice of sports-recreational activities constitute one of the clearest hopes that stewardship entities hold in the framework of the tourist development of their protected land. A clear example of this is the Nature Conservancy which, at least in its US territories, offers multi-day tours and trips, proposes the development of many different sporting activities (trekking, cycling, mountain biking, climbing, horseback riding, kayaking and canoe trips, snowshoeing, among many others), offers free itineraries and other self-guided tours to observe nature, photography, organises events (e.g. nature festivals) and permits hunting and fishing in designated areas. All this is based on a complete network of facilities and infrastructure for public use (visitor centres, trails, recreational areas, picnic areas, information panels, etc.).

Although little developed, there are several organisations that in Spain propose similar practices within the framework of the promotion of rural tourism and nature. Among the main custodial entities by number of agreements (according to data from the Biodiversity Foundation in 2015), mention should be made of the Association for Territorial Stewardship and Sustainable Development (ACUDE), which promotes and supports various initiatives (itineraries, visits, fauna and flora studies) on estates integrated into its stewardship

network, as well as hunting activities in similarly integrated private reserves. In addition, excursions and guided tours are occasionally organised by the Lurgaia Foundation to its protected natural heritage areas. For its part, the Fundació Catalunya-La Pedrera offers activities such as guided tours, excursions and workshops, usually in exchange for a small economic contribution, as well as offering itineraries for visitors to its network of natural spaces.

To these are added the practices related to bird watching, still quite incipient in Spain, but very extensive and widely consolidated in countries such as the United Kingdom, where millions take part each year: unsurprising, therefore, it is known as the cradle of *bird watching* (Capdepón, 2013: 308). In this context, it is worth highlighting the conservationist organisations that have among their main objectives the conservation of natural habitats for the protection of birds.

The Royal Society for the Protection of Birds (RSPB), in the management and preparation of its land for visitors, offers a wide range of activities and events (environmental education activities, excursions, guided tours and hiking trails, observation of fauna and flora, etc.), many of which are specially aimed at educational groups, families and children.

SEO / Birdlife works on similar lines in its protected areas and ornithological reserves, in addition to being responsible for the *Iberaves* initiative, aimed at sector professionals committed to implementing an offer of ecotourism and responsible ornithological tourism in Spain. This is a framework of collaboration between this entity and other agents to promote a tourism offer respectful of nature, birds and biodiversity that contributes to rural development, job creation and local wealth generation. To make this possible, it offers different tools to improve the training of professionals, as well as an ethical code and a manual of good practices aimed at the general public.

## 5.2. different forms of accommodation

Another of the essentially tourist services that stewardship entities offer is accommodation. In this regard, one of the best examples is The National Trust, which offers access to a wide and varied network of establishments in England, Wales and Northern Ireland. One of the most popular activities is the temporary renting one of more than 400 holiday cottages, traditional buildings (cabins, farms, lighthouses, castles, among others), adapted and equipped with the necessary services for visitor use. It should be noted that some of these buildings are privately owned and operated through a lease agreement and that, at times, they need to be restored to conform to the standards set by the entity. In any case, The National Trust owns a high number of such properties and continues to acquire new ones. A further offering, this time aimed at the visitor with greater purchasing power, is the rental of various historic buildings (country houses) that were donated to the entity and have been restored to convert them into hotels (historic house hotels). This type of accommodation includes spas, beauty and health treatments, conference facilities, events and ceremonies, and an enhanced gastronomic offer. From the economic point of view, it should be stressed that the income derived from this last type of accommodation exceeded £ 3 million (some 3.5 million Euros) between 2014 and 2015 (National Trust, 2015: 36).

Finally, the entity promotes, through its website, camping areas and private Bed & Breakfasts within its grounds although, in the latter case, the entity is not responsible for inspecting the conditions of accommodation or compliance with minimum quality standards.

The Network of Refuges of the Wildlife Foundation also provides diverse lodging options in which ecotourism represents one of the main sustainable productive activities. In some of the 18 private reserves that make up the network there are cabins with minimal visitor amenities, various camping grounds and a mountain lodge. And in this specific case, one should highlight the hotel infrastructure in one of these reserves (Refugio Yacutinga) - "its construction criterion is to be in harmony with its jungle environment" that has been included by the OMT among the 60 most outstanding ecotourism establishments worldwide (Wildlife Foundation, 2016).

In Spain, worthy of mention is the rural accommodation offered by the Network of Land Stewardship on the island of Mallorca, developed on the basis of agreements between the Black Vulture Conservation Foundation (BVCF), the Mediterranean Wildlife Foundation (FVSM) and the owners of private estates and establishments. The main objectives of these agreements are the enhancement of natural and cultural resources, the increase in socio-economic activities in

the framework of ecotourism, rural tourism and agro tourism, and the conservation of Network Natura 2000 environments.

## 5.3. the importance of collaboration with other tourism agents

The National Trust's enormous weight is also reflected in its network of partners, which includes various companies and organisations. Within the framework of tourist activity, it maintains links with several cruise companies (Swan Hellenic, Voyages of Discovery and Hebridean Island Cruises), where partners have discounts on reservations, and with *Virgin Experience Days*, dedicated to organising multiple, varied leisure experiences in the United Kingdom, some of which take place in properties operated by the entity. Even more interesting are the commitments made by other companies such as *Just Go! Holidays*, which not only offers personalised trips to National Trust properties but also pays the entity £ 25 (about 29 €) for each client who books a trip.

This is an initiative similar to that developed by *The Headland Hotel*, which, as part of its CSR, offers its guests the possibility of donating £1 (just over 1 euro) as they leave the hotel. In this way, some £ 23,000 (about € 26,600) was raised between 2014 and 2015, which contributed to some small restorations in properties that the National Trust operates in the locality. And, as explained by Sabaté et al. (2013: 26), although it is not yet a major strategy, many companies are increasingly committed to CSR, a concept that helps to integrate a social and environmental perspective into their commercial activities, always on a voluntary basis. Thus, companies can play a positive role in the conservation of biodiversity, in general, and in land stewardship, in particular.

Another organisation that maintains these type of alliances is *The Nature Conservancy*, which recognizes the important role of the private sector in protecting the natural environment; hence its collaboration with various companies around the world to improve their business practices, increase environmental awareness, support conservation and scientific initiatives, and increase private investment in conservation. There is the case of Delta Air Lines, which, together with the entity, as part of its CSR policy, committed in 2007 to participate in forestry recovery projects as a measure to offset its carbon emissions. The airline encourages travellers to calculate the environmental impact of their flights and offers them the opportunity to make voluntary contributions to finance the project of their choice. Thus, according to the latest report published by the company, some 3,190 metric tons of carbon emissions were offset in 2014 (Delta Air Lines, 2015: 30).

For its part, the Wildlife Foundation works together with all sectors of society, and this includes companies as promoters of change in production and



consumption patterns, in an attempt to find solutions to Argentina's environmental problems. Another good example of social and environmental responsibility in the tourism industry is the *Check out for Nature* project, an international WWF mechanism to finance responsible tourism and conservation initiatives through voluntary tourist contributions, based on the willingness of the hotels involved. As a participant in the project, the foundation adapts the project for implementation in your country with the objectives of conserving biological biodiversity, promoting the sustainable use of natural resources and encouraging responsible consumption. Thus, the tourism companies that are members of the initiative offer their clients the possibility of making a donation at the time of their check-out, which is given to the entity to support its various conservation development projects (Wildlife Foundation, 2016).

In short, with this particular "ecotax" (EUROPARC-Spain, 2010: 114), those who visit a tourist facility linked to a stewardship agreement can donate money voluntarily that goes to the conservation programme of that entity or, as just observed, some other external organisation.

#### **5.4. other initiatives in the ecotourism framework**

From a wide perspective, the aforementioned proposals could be framed within the nature tourism context; in any case, it is considered necessary to underline in this last section some initiatives developed by entities whose objective is the promotion of ecotourism. Ecotourism, it is understood, as by The Nature Conservancy, puts a special emphasis on conservation, the education of visitors and local communities, and on their socio-economic benefit (reinvestment of income, job creation, development of tourism companies ...). An activity where the tourist must also have a high degree of responsibility and desire to actively participate in the communities visited.

Thus, based on these principles, the US entity has contributed in recent years to the promotion of ecotourism projects in various countries around the world, sometimes in collaboration with other international organisations. Some examples of this are located in several national marine parks in the Bahamas, the Loisaba Ecological Reserve (northern Kenya), the Valdivian Coastal Reserve (southern Chile), and Cabo Pulmo National Park, a coral reef south of Baja California, Mexico.

In the Spanish case, mention should be made of the "Marine Stewardship and Biodiversity Project", launched some years ago by the Global Nature Foundation as one of the founding partners of Turebe (Business Association for Innovative Responsible Ecotourism in the Biosphere). This project is focused on the creation of tourist products in natural environments where the foundation, one of the most important

custodians at the national level, is one of those responsible for training tourism entrepreneurs in topics such as the development of good practices in the marine environment and in communication strategies related to biodiversity and tourism.

## **6. conclusions**

With what has been seen so far, it is evident that land stewardship represents a complementary instrument for environmental management within the framework of governance, but above all it also plays a significant role from the tourism point of view, especially for the development of activities linked to nature tourism and ecotourism.

Entities, often in collaboration with the owners of estates and land under stewardship, work on the conservation of natural environments and the recovery of a cultural and traditional heritage that increases value for the generation of tourist attractions (guided tours, leisure and recreational activities, sports, events, promotion of bird watching ...), as well as accommodation offerings of different types aimed at different demand segments.

These are benefits that, beyond increasing the tourist offer of the territories, generate a considerable socio-economic return that must be taken into account. Money received from the nature related activities, for tourist services, for accommodation or voluntary visitor contributions, contributes to the financing of the entities, which often reinvest part of their profits in the restoration and reconditioning of the heritage. In addition, in conjunction with the developed range of sports, educational and recreational practices can serve to disseminate conservation values among the users of the protected spaces through activities related to environmental education and heritage interpretation.

Similarly, it is necessary to highlight the positive synergies that are created between the stewardship entities and the other territorial agents. Individuals and property owners have access to an interesting way of profiting from their land, which is managed environmentally and economically by the entity. For their part, relations with tourism companies serve to exchange experiences, promote conservation organisations in the marketplace, evidence stewardship as a protection and management mechanism; and they also contribute to the financing of entities through CSR and other private investments. In short, a public-private partnership that is one of the basic principles of governance, essential both for the tourism sector and for socio-economic land development.

Finally, the work of the international organisations, especially the Anglo-Saxon (The National Trust, RSPB and The Nature Conservancy) should be emphasized. Although there is no intent here to analyse the reasons why land stewardship is much more widespread in some places than in others (for that it is

recommended, among other works, Durá, 2015), they undoubtedly have a degree of consolidation with which organisations in our country cannot compare. For this reason, they can serve as a benchmark not only to clearly demonstrate the links between stewardship and tourism but also to mark the long path that Spanish entities have yet to follow, as our progress has been quite modest. In any case, one must assess positively the constant increase in initiatives, the number of entities and agreements signed in recent years in Spain, as reflected in the inventories of the Biodiversity Foundation (2015), and the increasing dynamism connected with land stewardship from a tourist perspective.

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