



**Many possibilities,
only one constraint**



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Potentials and conditions for Rural Development through agri-tourism in community Stara Kamienica

International Rural Innovation and Development Course

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Preface

I am a student from Poland, studying regional planning and management on Warsaw Agricultural University. During academic year 2005/2006 I was participating in International Rural Innovation and Development course in Christelijke Agrarische Hogeschool in Dronten. Part of my study programme there was a company placement, which I did in Foundation NEMO (a Polish-Dutch NGO). Half of the internship period I did in Poland, in community Stara Kamienica, where NEMO has its second location (first is in Amsterdam).

The research topic is connected with my company placement in Polish-Dutch organisation NEMO that is engaged in promoting and supporting sustainable development and rural tourism in Poland, especially in unspoiled Polish landscape of Karkonosze Mountains and Izerskie Mountains.

I found the whole research as a very interesting and challenging activity. Not everything went on as it was planned but finally I managed to finish it. Here I would like to thank everyone, who helped me and provided information I needed:

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- Representatives/chairmen of village organisations: Katarzyna Andrzejewska ('Pod Kamienieckim Grzbietem'), Edyta Bagrowska ('Nasz Barcinek'), Adam Czajkowski (Society of Friends of Wojcieszycy), Wiesław Czerwiński ('Trapez'), Piotr Kurowski ('Kopaniec'), Leokadia Niedźwiedzka (Village Women Association from Rybnica), Józef Zaprucki ('Izery').
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Summary

The thesis presents the way of finding strategy for all actors involved in tourism development in community Stara Kamienica. It analyses potentials and conditions of such development as well as analyses current situation. The main objective for the research was to define the role of key organisations and advice future solutions for them.

Just after Introduction, three introducing chapters are presented. ‘Core definitions’ show the up-to-date state of knowledge in the topic. It also hails explanations of main problems. ‘Methodology’ tells about the approach of making the whole research and thesis and ‘Description of the area’ is a brief summary of the most important information about community Stara Kamienica. This part bases on written materials and data.

Then come two main parts of the report. First is the inventory of potentials and conditions for agri-tourism development in the area. It consists of two chapters, one analysing tourism as products development according to five A’s (after Gannon) – accommodation, amenities, access facilities, activities and available services, second one focusing on the environment – surrounding of agri-tourism (landscape, local people, farms with animals and infrastructure). Each of the two chapters is summarised with findings during interviewing. This part of the thesis report bases on interviews with sołtys of villages and is supplemented by own observations and conclusions.

The last part of the research is analysis regarding four participatory techniques: problem identification, actors’ identification, actors’ objectives and SWOT analyses. The whole chapter bases on interviews with representatives of all organisations in the community (assumed to be key actors, although during analyses some of them were rejected to be the such). The aim of the analysis is to find answer to the question: **What should be the role of key actors in creating conditions for sustainable development of agri-tourism in community Stara Kamienica?**

The last chapter of the report is an answer to this question. It defines the role and presents strategy for each involved in agri-tourism development actor. The final product is table of recommended actions that have to be made in community Stara Kamienica in the process of agri-tourism development (broader description of each action can be found in chapter 7).

Action	Who is involved?	Who is responsible?
Creating coherent and common vision of the community as a tourist destination	All village organisations	Local Authorities
Keep realising started projects and programmes	Local Authorities NEMO	Village organisations
Clear division of work in the community office	Local Authorities	Local Authorities
Building water-supply and sewerage systems	Local Authorities	Local Authorities
Good programme of promotion	Council of Promotion of Tourism All village organisations	Local Authorities

Creating and recreating of tourist infrastructure	All village organisations NEMO	Local Authorities
Programme of educational tourism	Local Authorities	NEMO
Organising workshops and/or courses for local farmers about agri, eco and health tourism	Local Authorities All village organisations	NEMO

Podsumowanie

Niniejsza praca inżynierska przedstawia drogę przygotowywania strategii dalszego rozwoju I dalszych działań dla wszystkich głównych aktorów procesu rozwoju turystyki w gminie Stara Kamienica. Analizuje ona ponadto potencjał I warunki tego rozwoju, jak również obecną sytuację.

Zaraz po wstępie, trzy wprowadzające rozdziały są zaprezentowane. 'Core definitions' („Kluczowe pojęcia”) pokazuje aktualny stan wiedzy o temacie. Naświetla ponadto wyjaśnienie najważniejszych pojęć. 'Methodology' („Metodologia”) mówi o sposobie przygotowania i przeprowadzenia badań oraz opracowania pracy, a 'Description of the area' („Opis regionu”) jest krótkim podsumowaniem najważniejszych informacji o gminie Stara Kamienica. Cała ta część bazuje na źródłach pisanych i danych statystycznych.

Następnie znajdują się dwie główne części pracy. Pierwsza to inwentaryzacja potencjału i warunków rozwoju agro-turystyki na tym terenie. W jej skład wchodzi dwa rozdziały, jeden analizujący turystykę jako rozwój produktu w odniesieniu do pięciu A (z ang. zakwaterowanie, udogodnienia, dostępność, zajęcia i dostępne usługi), drugi skupia się na środowisku – otoczeniu agro-turystyki takim jak: krajobraz, ludność lokalna, gospodarstwa ze zwierzętami czy infrastruktura. Każdy z tych dwóch rozdziałów jest krótko podsumowany poprzez 'odkrycia-znaleziska', wywnioskowane podczas wywiadów. Ta część pracy bazuje na wywiadach z sołtysami poszczególnych wiosek i jest uzupełniona własnymi obserwacjami i wnioskami.

Ostatnią częścią niniejszej pracy inżynierskiej jest analiza w oparciu o cztery techniki uczestniczenia: identyfikacja problemu, identyfikacja kluczowych aktorów, cele aktorów oraz analiza SWOT. Cały rozdział bazuje na wywiadach z przedstawicielami wszystkich organizacji w gminie (uznanych wstępnie jako kluczowe, chociaż w trakcie analizy odrzucono kilka z nich z tego grona). Głównym zadaniem analizy jest znalezienie odpowiedzi na pytanie: **Jaka powinna być rola kluczowych aktorów w kreowaniu warunków do zrównoważonego rozwoju agro-turystyki w gminie Stara Kamienica?**

Ostatni rozdział pracy jest właśnie odpowiedzią na to pytanie. Definiuje role i prezentuje strategię dla każdej z zaangażowanych w rozwój agro-turystyki stron. Produktem końcowym jest tabela z zalecanymi działaniami w gminie Stara Kamienica w procesie rozwoju agro-turystyki (szerszy opis poniższych działań znajduje się w rozdziale 7).

Działanie	Kto jest zaangażowany?	Kto jest odpowiedzialny?
Stworzenie spójnego i jednolitego programu rozwoju turystyki w gminie (wizja gminy jako miejsca docelowego dla turystów)	Wszystkie organizacje i stowarzyszenia zaangażowane w rozwój turystyki w gminie	Urząd Gminy

Dalsza realizacja rozpoczętych projektów i programów (jak „Średniowieczny Kopaniec”, szlak „Śladami historii”, „Szlak szklarski i mineralogiczny”, muzeum lokalne w Wojcieszycach itp.)	Urząd Gminy NEMO	Wszystkie organizacje i stowarzyszenia zaangażowane w rozwój turystyki w gminie
Jasny podział pracy i kompetencji w Urzędzie Gminy	Urząd Gminy	Urząd Gminy
Zwodociągowanie i skanalizowanie gminy	Urząd Gminy	Urząd Gminy
Stworzenie odpowiedniego programu promocji gminy	Rada Promocji Turystyki Wszystkie organizacje i stowarzyszenia zaangażowane w rozwój turystyki w gminie	Urząd Gminy
Tworzenie i odtwarzanie infrastruktury turystycznej	Wszystkie organizacje i stowarzyszenia zaangażowane w rozwój turystyki w gminie NEMO	Urząd Gminy
Program turystyki edukacyjnej	Urząd Gminy	NEMO
Organizacja warsztatów/kursów dla rolników z zakresu agroturystyki, eko-turystyki oraz turystyki zdrowotnej w gospodarstwach rolnych (health tourism, health farming)	Urząd Gminy Wszystkie organizacje i stowarzyszenia zaangażowane w rozwój turystyki w gminie	NEMO

Introduction

The thesis will present the way of finding strategy for all actors involved in tourism development in community Stara Kamienica. It will analyse potentials and conditions of such development as well as analyse current situation.

In the whole community 10 actors having influence on local development can be distinguished. But as will be presented in the following research not all of them are engaged in agri-tourism (or tourism in general) projects. Those who are the most important (key) are as follows in order of importance (for more details see chapter 6.2.):

- Association 'Kopaniec';
- Association 'Nasz Barcinek';
- Association 'Pod Kamienieckim Grzbietem' from Chromiec-Antoniów;
- Community Office (Local authorities);
- NEMO Foundation;
- Association 'Izery' from Mała Kamienica;
- Society of Friends of Wojcieszycze.

These actors prepare projects and programmes or create local policy (like Local Authorities) and due to this have a great influence not only on what is happening in the community but also on its future image and expansion. In most of the cases agri-tourism is only one of their objectives but seen as one of the most important (especially under the threat of mining activity in Mała Kamienica).

These are the target groups potentially interested in the outcome of the hereby document. Local Authorities as well as village organisations can find it interesting and useful to see their activities in objective and unemotional way (made by outside researcher). They may also realise some problems they did not see or potentials they could use in planning future activities. It can be used as well as an argument in anti-mining lobby as a better alternative for exploration of minerals.

The region where Stara Kamienica is located is rather poor and underdeveloped. Tourism, especially agri-tourism, can be an interesting and attractive alternative to agriculture, which is no more profitable. It is the more up-to-date topic, that Local Authorities see tourism development as their future and try to build the whole development process around it. But it has a lot of threats as well, like the mining wanting to be created in one of villages. The thesis can show alternative for the mining plans and enlighten the potentials and values of the area.

The research report will consist of two main parts. Before them a short introduction will be made: presentation of core definitions, methodology and description of the region. First part of the report work is the inventory of tourism potentials and conditions (chapter 4 and 5). The second part will present analysis basing on four participatory techniques: problem identification, actors' identification, actors' objectives and SWOT analysis (chapter 6). This analysis will be starting point for defining the roles of key actors and creating strategy for them (chapter 7).

1. Core definitions

This chapter will present the current state of knowledge in the topic of rural development and agri-tourism as well as some core definitions, to which there will be references in hereby thesis report. It will present how sustainable development, rural development and agri-tourism are understood according to different authorities.

Rural development is linked to the concept of sustainable development (of the countryside). It was first widely explained in Agenda 21 and defined by the Brundlandt Commission as: ‘a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development, and institutional change are all in harmony and enhance both current and future potential to meet human needs and aspirations’¹.

On the other hand Hans Opschoor (Rector of the ISS and Professor of Development Studies, Professor of Environmental Economics of Free University of Amsterdam interested in such areas of knowledge as: Environmental Change and Economic Development, Institutional Approaches to Sustainable Development, Policy Instruments related to Global Environmental Change) argues that it is not a clear and unambiguous² definition, that is consists of general misconceptions and can be understood in various ways. But no matter what the doubts and imprecision are, one is sure: sustainable development is the framework of present concepts of development in general and in particular fields (like rural development or development of sustainable tourism).

A concept of rural development appeared in Europe (European Union) after Agenda 2000 reform, when it was established as a second pillar of Common Agricultural Policy (CAP), next to reform of first pillar - market policy. Jan Douwe van der Ploeg (Professor Rural Sociology on Wageningen University, involved above all in the research of a systematic and comparative analysis at European Union level of the socio-economic impact of rural development processes) suggests that ‘rural development can be understood as a response to the squeeze that followed the modernization of European Agriculture’³. Through rural development new sources of income could be found and new innovative methods of increasing it could be implemented.

Rural development on farm level is linked with moving from mono- to multi-functionality. The farm entails 3 aspects⁴: agro-food supply chain (production), rural area (maintenance and change of landscape and nature) and the third, which is mobilization and use of resources (like knowledge, animals etc.). These three sides are correlated with each other. Through rural development these sides are transformed and changed:

- The agricultural side is deepened – the added value per unit is higher and due to this income as well (development of such activities as: organic farming, high quality production, regional products, short supply chains etc)
- The rural side is broadened – increasing income by creating a product the society is willing to pay (activities like: agri-tourism, new on-farm activities as health care farming, diversification – e.g. energy crops production, nature and landscape management)

¹ *Agenda 21 RAWOO/RMNO lectures on sustainable development* after WCED 1987, p. 5

² *Agenda 21 RAWOO/RMNO lectures on sustainable development* after WCED 1987, p. 9-19

³ *Living Countrysides*, 2002, p. 8

⁴ *Living Countrysides*, 2002, p. 12

- The mobilization and use of resources is reground – using new or different set of resources (new forms of cost-reduction, off-farm income – part time farming and hobby farming).

As mentioned in above paragraph, agri-tourism (called also rural tourism) is one of the tools for rural development (and sustainable development). It can create many benefits, not only for the farmers/entrepreneurs and visitors, but can contribute to development of the whole local area in wider sense. By using the effect of scale and need for amending different activities with each other (e.g. farmer providing accommodation can be different than the one providing amusement activities and different from the one supplying high quality local food) it can better the local economical and social situation.

‘Through agri-tourism the urban population is offered accessibility to, and hospitality within the countryside’. But agri-tourism is something more than only providing accommodation and gaining additional income, it is also ‘(...) strengthening regional identity while providing a depth of experience for visitors’, because ‘through the provision of hospitality, and by giving guests the opportunity to purchase local produce (through direct selling activities), agri-tourism farms promote an image of their locality and region to guests (...)’⁵.

The processes of rural development already exist in European Union for years. Even in new Member States (that joined in 2004), like Poland, they started some time ago. But there is still not enough knowledge and resources and sometimes even people’s will to change their current situation and improve their way of living. In the community Stara Kamienica there is will and concept. The resources sometimes lack but there are a lot of possibilities to find them (like by support of NEMO Foundation). But in the same time there are many threats that should be liquidated. This thesis report will present the current situation of rural development and agri-tourism potentials and conditions in community Stara Kamienica and will try to create strategy for the future for main actors involved in these processes.

⁵ *Living Countrysides*, 2002, p. 20

2. Methodology

The thesis will base on written knowledge only in small part. The majority will be a product of a research made in Poland, in community Stara Kamienica during placement period (21.04-2.06.2006).

The work will be divided into two main parts. First is inventory of agri-tourism potentials and conditions in above-mentioned community. The second will be the analysis of key actors, their objectives and posteriori the strategy for their future involvement into the development processes will be created.

The inventory will be made on the basis of key questions necessary for the resource audit described by Gannon in his lecture⁶. He mentions 5 key aspects – ‘raw materials’ which make up and agri-tourism product and can be described as 5 A’s: accommodation, amenities, access facilities, activities and available services. The analysis and summary of this part of research will be made in chapter 4.

Further the environmental aspects, according to Nejez⁷, will be presented and examined. No one is alone surrounded by emptiness, just like agri-tourism business it operates in wider surrounding, environment. There are four main components of agri-tourism environment: natural landscape, local people, farms with animals and infrastructure. To make a place attractive for visitors, it has to fulfil certain objectives according to these aspects.

The research and analysis of the second part of work will base on four participatory techniques that were acquainted during module Rural Analysis⁸. These are:

- Problem identification,
- Actor identification,
- Actors’ objectives,
- SWOT analysis.

These analyses will prepare the framework for developing strategy for the future for the main actors identified, according to the rural tourism problem.

All research will base on several sources of information. It will be:

- Available literature,
- Documents and resolutions enacted by municipality,
- Interviews with local leaders, representatives of local organizations and local people (it is planned as the most important source of information, especially for the second part of the thesis).

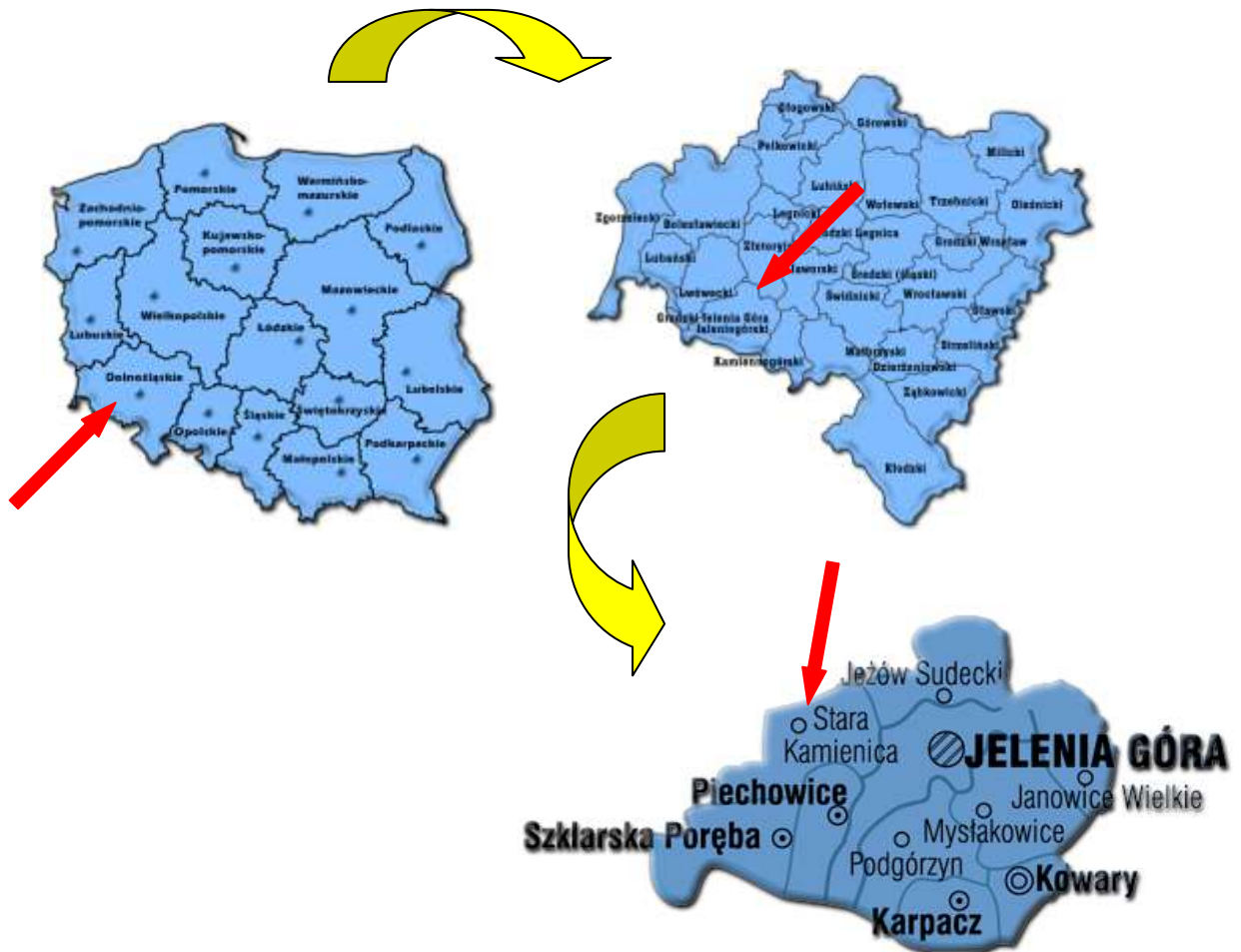
⁶ *Rural development through agri-tourism*, p. 24-32

⁷ *Rural development through agri-tourism*, p. 113-115

⁸ *Module Rural Analysis*, p. 14-17

3. Description of the area⁹

Community Stara Kamienica is situated in the southwest part of Poland, in Lower Silesia Voivodship (its south-west part). The area lies in Western Sudety Mountains. It is connected with 3 mezoregions: Izerskie Foothills (on the south), Izerskie Mountains (on the west and south-west) and Jeleniogórska Cirque (on the south-east). The whole community lies in Kamienica basin.



Graph 1. Location of Stara Kamienica¹⁰

Stara Kamienica belongs to Powiat Jeleniogórski, which is higher level of administration in Poland. It is one of biggest communities in that powiat.

The area of Stara Kamienica (110 km²) is divided into 10 territorial units called ‘sołectwo’, what corresponds with 10 villages of community. They are: Wojcieszycze, Rybnica, Barcinek, Mała Kamienica, Nowa Kamienica, Kromnów, Kopaniec, Chromiec, Antoniów and Stara Kamienica.

⁹ All statistical data are taken from the site: <http://www.stat.gov.pl/bdr>

¹⁰ Source: www.gminy.pl

There live 5152 people in the area¹¹, more than half of which are women. The positive tendencies in age structure are: quite big amount of people in 'before productive' age (1128), also big amount of people in productive age (3371) and positive birth rate.



Graph 2. Territorial division of community Stara Kamienica¹²

The characteristics of the landscape in the area are rock outliers. Due to geological history, the community is rich in natural resources like: granite, basalt, gneiss, ores of tin and quartz. Not long time ago, in the surrounding of Kopaniec, ores of feldspar and leuco-granites were discovered.

Due to a great differentiation of geomorphology, there is also a great variances in climatic conditions. But the whole area has rather mountain climate with average year temperature around 7⁰C in lower parts up to 4,5⁰C in higher. The highest precipitation level is from May till October with peak in July and August.

In general the climate positively influences the development of tourism in the area. It is variable. High in the mountains with cold and snowy winters but because of the wind and sun exposition, the snow does not last long in spring¹³. The vegetation period is a bit less than 210 days, with 66-68 days of climatic summer in Jeleniogórska Cirque¹⁴, proportionally less in higher parts of the area.

Most of the territory of Stara Kamienica has agrarian destination (around 56 %) but forests cover also large areas – around 36 %. The rest represent communication and settlements. Agriculture is still the most popular and common activity but it is not profitable anymore, although the average farm size is one of the biggest in surrounding of Jelenia Góra (around 11 ha). That is why local people are searching for additional sources of income, like for example agri-tourism. At present there are 13 agri-tourist farms and guesthouses in the community, which offer about 70 beds.

¹¹ status on 31.12.2004, source <http://www.stat.gov.pl/bdr>

¹² source: *Report about the actual state of community Stara Kamienica*

¹³ source: www.sudety.it

¹⁴ source: www.wroclaw.lasy.gov.pl

The economic situation of community is rather bad. The unemployment rate is considered quite high, although it is very difficult to estimate the exact number of unemployed in Stara Kamienica (as Polish statistical data do not show it according to communities but to powiat).

Another problem that directly touches the financial aspect is low income to the community budgeted. The indicator of income per capita is lowest in powiat. That is why financial possibilities are limited at present.

Apart from above-mentioned problems there are positive tendencies as well. First of all the number of non-governmental local organizations is impressive as for such small community – 20. It means that people are interested in supporting local development in different ways (cultural, through sport and other initiatives like voluntary fire-fighters teams and fellowships preserving local heritage).

For last months there is also one more factor that integrates inhabitants (as some of them moved there from the cities over last few years and are ‘new’ in the area) – it is the mining problem or better say – mining threat. A mining company bought about 100 ha of land in community and it wants to extract feldspar. This procedure will destroy landscape and natural tourism potential of the area. That is why local people want to prevent it by creating protest committees and fighting against it. Such actions also integrate the society, as mentioned at the beginning of this paragraph, and can be turned, in the future, into tourism development networking.

To sum up, the community is developing and the situation is much better than it used to be, but it still has a lot of problems (like: unemployment, poverty of society, lack of financial means). To change this situation very important thing, apart from defining the preferred direction of development (in this community it is widely understood tourism), is to know whether there are potentials and conditions for development of agri-tourism or not and what should be the strategy for the main actors to develop it.

4. Tourism – product development

‘The component parts of the „raw materials” which make up the Agri-Tourism product are: accommodation, amenities, access facilities, activities and available services, i.e. the five A’s’.¹⁵ Every rural area has its raw materials but it is difficult to find all of them developed in one place. When amenities are valuable and interesting there is usually problem with access facilities and services and vice versa.

The following chapter will present the inventory of 5 A’s in community Stara Kamienica, its conditions and potentials for development.

4.1. Accommodation

In order to make an inventory of tourist accommodation in community Stara Kamienica, few questions had to be answered according to each accommodation place:

1. What type of accommodation it is? (e.g. farm house, caravans, camping)
2. What standard the accommodation has? (basic, higher)
3. What is the cost per bed per person?
4. What is the bed capacity?
5. What are other attractions provided by hosts?

Table 1. Accommodation in community Stara Kamienica on May 2006¹⁶

Address	Type	Standard	Cost	Bed capacity	Attractions	Remarks
„Agroantonówka” Antoniów	House	Rooms with and without bathroom	25-30 PLN	6	Playground for children, grill and fireplace	
“Iwenica” Antoniów	Hotel	Rooms with bathroom	90 PLN with boarding	30	Grill, fire place, parties, bar/pub	
„Ostoja” Antoniów	Farm house	Common bathroom	30 PLN	8	Swimming pool and playground for children, ski and bike rent	Horse riding
“U Hanczki” Barcinek	Farm house	Rooms with bathroom	from 30 PLN	8 with possibilities of extra bed	Gym, playground, table tennis, bike rent, horses, playground for children, car rent	You can stay with your pets
Farma 69 Kopaniec	Farm house	Rooms with bathroom	35 PLN	12	Table tennis, gym, bike rent, ski rent, radio, TV, fridge	Salon for disposal, possibilities boarding (2 meals – 30 PLN)
Marco 36 Kopaniec	Farm house	Rooms with bathroom	35-45 PLN	11	Bike and ski rent	Horse riding

¹⁵ *Rural development through agri-tourism*, A. Gannon, p. 26

¹⁶ Source: direct telephone conversations with hosts or their employers

„Panorama pod Gwiazdami” Kopaniec	Separate house	Common bathroom	35 PLN per person or 300 PLN for the whole house	Max 12	Bike and ski rent	House is fully equipped
„PONY” Kopaniec	Separate house	Common bathroom	35-40 PLN (high and low season)	20		Kitchen, living room fro the use of guests
„Wysoki Kamień” Kopaniec	Farm house	Rooms with bathroom, higher standard	from 35 PLN	8	Table tennis, gym, bike rent	Gallery in the house where owners exhibit their works
NEMO Kopaniec/ Międzyzlesie	Farm house, camping, caravans, barns	Common bathroom, shower and toilet outside	20-40 PLN	20	Playground, table tennis, bike rent	
„Na stoku” Rybnica	Farm house	With bathroom	From 30 PLN	7	For guests staying at least 2 weeks – free trip to Prague	Possibilities of boarding
„Agro 100” Stara Kamienica	Hostel	Rooms with and without bathroom, TV-SAT	40 PLN	13	Table tennis, ski and bike rent, horse riding	Guarded parking, grill place, fire place, possibilities of boarding
„Ferma Ko-ko” Stara Kamienica	Hostel	Rooms with bathroom	50 PLN	17	Playground, playground for children, table tennis, bike rent	Possibilities of car rent
„Bogna” Wojcieszycze	Farm house	With bathroom	From 35 PLN	13	Grill and fireplace, TV-SAT	Self catering

During last two years the development of accommodation base was significant. The state on July 2004 is 6 subjects with 53 beds and state on 28th of February 2006 shows the progress¹⁷. It used to be 12 subjects with 106 beds then but as it can be seen from above table, the reality is even better. Especially that in Polish legislation system there is no obligation to register business if you rent up to 4 rooms, so it means that there are also some small accommodation with only 1 or 2 rooms on the farm.

The condition and standard of existing base is quite high. Although prices are not the cheapest in the country, the interest is high. Not only Polish but also German and Dutch are coming to the area.

Apart from mentioned above agri-tourist farms and hostels, there is hotel in Wojcieszycze with 121 beds.

The development of accommodation base will go further in the area as many inhabitants and farmers are interested in such kind of additional income. Especially that the results of existing

¹⁷ ‘Izerska Wieś’ nr 16/04/2006, p. 13

betterment of situation is visible. But surprisingly most of business is conducted not by the local people/farmers living there whole their lives, but by new inhabitants who came into the area during last 15-20 years.

4.2. Amenities

‘Many people argue that Agri-Tourism should be “accommodation based”. Accommodation is certainly a vital component of the package and should carry its own quality hallmarks’.¹⁸ Not of less importance are other aspects like amenities, places of interest and services. People also look for available activities in the area to make their stay more pleasant and varied.

During the research amenities in community Stara Kamienica were found and described on the base of interviews with sołtys of each village, by observation and municipality documents. To make a suitable inventory strengths and weaknesses of each were discovered. Also other questions according to the topic had to be answered:

1. How can these amenities be used to the benefit of the tourists?
2. What is required to make them useful?
3. Are there constraints?
4. What are the future plans for development?

Table 2. Amenities in the community Stara Kamienica¹⁹

Amenity	Strengths	Weaknesses	How can be used by tourists?	What is required to make them useful?	Constraints	Future plans for development
Mountains	Natural, unspoiled nature No mass tourism Wilderness Existing educational path in Chromiec Biking trails	Lack of hiking trails, those that are need renovating (usually)	Hiking, skiing, ski-running	Walking and ski trials Reconstruction of formerly existing view points Picnic places (with tables and banks)	Finance Problem with ownership of land	Apart from bettering existing trails (bike and hiking) it is planned to make a horse and car tourist trail Educational paths Reconstruction of formerly existing view points
Rocks	Attractive part of landscape	No tourist equipment for climbing Lack of trails connecting	Watching, climbing, natural monuments	Resolution about Nature Monuments or preparing tourist infrastructure Making trails	Finance Long legal procedure to make Nature Monuments Community Council does not see point in protecting it, lack of consciousness	Make them Nature Monuments

¹⁸ *Rural development through agri-tourism*, A. Gannon, p. 27

¹⁹ Source: interviews with sołtys, *Studium of conditions and ways of spatial planning of Stara Kamienica*, self interpretation

Valleys and streams	Valleys of Mała Kamienna and Kamienica are very valuable according to endangered species of flora Seizure of drinking water	Not legally protected Flooding Streams are difficult to use directly in a tourist way although they make landscape attractive Streams are polluted	Walking, biking, animal and bird watching, flora observing	Trials, observation points, tourist infrastructure, picnic places, bridges	Finance	Reconstruction of formerly existing view points Legal environmental protection of these two valleys
Forests	Wilderness Natural and unspoiled Existing biking trails Wild animals Endangered species of flora and fauna	Lack or bad condition of hiking trails	Walking, biking, horse riding, mushrooms and forest fruit picking	Trails Picnic places (with tables and banks)	Finance	Creating didactic paths Horse trails Further development of biking trails
Flora & fauna	- Many rare and endangered species in the area - Existing forest didactic path in Chromiec	Sometimes bad accessibility and no watching places	Bird and animal watching, watching endangered species of flora	Trails Observation points Information boards	Finance	Creating forest didactic paths
Snow	Existing ski-lifting (on agri-tourism farms) Points of ski rent (on agri-tourism farms) Good weather conditions for winter sports	Sometimes very long winter (too long for spring tourists) Lack of ski infrastructure	Winter sports like skiing, ski-running	Ski trails	Finance	Creating new ski-running trails, better trail marks

As can be seen from above table community Stara Kamienica has a lot to offer to its visitors. There are also viable plans for further development of agri-tourism potential. But the main constraint in this case is the financial aspect. Due to a bad decentralization policy too many tasks are seized to municipalities without enough financial means. It causes many problems for development as for example schooling is more vital issue than any tourism activities but it consumes a lot of money and generates no income. That is why financial means for local development (also for development of agri-tourism) are limited.

Anyway the community is open for that new way of development and gave its voice by resolution of Local Development Plan, which presents development of agri-tourism as the most desirable trend. There are plans for creating Program of Visual Promotion of Community with use of EU support (by INTERREG III). The application is already submitted and the results will be known in nearest future.

4.3. Access facilities

When speaking about agri-tourism potential, very important is accessibility of the area but also accessibility to different activities and services.

In this case the whole community was divided on separate villages to make the inventory of accessibility conditions. The key aspects taken into account were:

1. What access facilities are in each village?
2. Do they comply with standards required for tourists?
3. What changes have to be made?
4. What is the potential for developing new facilities?
5. Is it viable?
6. Will use of facilities improve employment opportunities?

Table 3. Access facilities in community Stara Kamienica, May 2006²⁰

Place	What access facilities are?	Do they comply with standards?	What changes had to be made?	Potential for developing new facilities	Is it viable?	Will use of facilities improve employment opportunities?
Antoniów	Roads Bus	Bad condition Yes	Renovating None	Old swimming pool and not used Playground in old colonial building	Yes, because it was bought and started to renovate	Yes, job possibilities for local people (with renovating and later with maintaining, cleaning etc.)
Barcinek	Bus Biking trials Biking 'harbour' Apiary	Yes Yes Yes Yes	None Seasonal conservation Yes	Renovating and maintaining view points (they used to be in German times)	Yes because of EU donation	Yes
Chromiec	Bus Biking trials Hiking trials Forest didactic path	Yes Yes Yes Yes but the text is only in Polish	Only some seasonal conservation of trials	Didactic paths Ski-running trials Nature Monuments	Yes but finance is a big constraint	No

²⁰ Source: interviews with sołtys, own interpretation, community documents

Kopaniec	Big hall on Farma 69 Gallery 'Wysoki Kamień' Bus Biking trials Hiking trials	Yes Yes Yes Yes No	Hiking trails need renovation and conservation	First horse trial in community Programme 'Kopaniec from Middle Ages'	Yes, there are people willing to create trial but finance can be significant constraint In August 2006 there are plans to start Middle Ages village in 'Farma 69'	Can but mainly not directly Yes, with conservation and maintenance of stone fences and with creating the village
Kromnów	Bus Room in old school Playground behind the village	Yes No No	Renovating No electricity	A place for young people is needed, renovating of the room and playground could be such place If there is electricity on the playground, there is also possibility to organise some festive and competition	Yes	Yes, there is needed the renovation of playground and room. There is also needed a permanency to take care of the room.
Mała Kamienica	Relic church Hall (in old school) Bus Shooting-box	No No Yes No	Renovation of fescues Renovation is needed Not used often, no competition (they used to be)	The biggest potential is renovating the old hall for some cultural events etc. People start to be interested in agri-tourism, because of EU donations	Yes Yes	Yes, with renovating and then if there is public finance also a permanency will be possible It will improve mainly self-employment and help to create additional income for households
Nowa Kamienica	Bus Roads	Yes Bad condition	Roads need renovating	As the smallest village in community it does not have much potential for development at the moment apart from developing agri-tourism accommodation	Can be	Yes but only for farmers starting agri-tourism activities

Rybnica	Bus Road connection with Jelenia Góra	Yes Yes		Biking trials connecting Rybnica with other villages and trails	Yes, there are plans in municipality but finance are constraints at the moment	Can but mainly not directly
Stara Kamienica	‘powiat’ road Relic church Club ‘Izery’ Bus – 2 lines	No Yes Yes Yes Yes	Very bad condition, needs renovating	Lack of cultural centre where people (young and older) could meet. It could be used also by tourists to meet local people or for some festivals.	At the moment no (no place)	Yes
Wojcieszycze	Bus Roads Sport club (playing ground)	Very good connection with Jelenia Góra, one line of city bus. But roads in bad condition.	Roads need renovating.	Biking trials connecting Rybnica with other villages and trails	Yes, there are plans in municipality but finance are constraints at the moment	Can but mainly not directly

In the smallest villages (like Antoniów or Nowa Kamienica), the only access is to roads and bus line. It is the problem as development of new facilities is not profitable (too less clients and too big costs). The other constraint is the lack of financial means for development of community facilities like meeting and cultural places.

In the whole community there are biking (136 km²¹) and hiking trails. The last are in rather bad condition and need renovating and conservation. There are also ski-running trials and few ski lifts. Positive trend are the plans for further development of that kind of tourist infrastructure. It will connect all villages and attractions and improve the overall attractiveness of the area for tourist purposes. With all of the other monuments it will create the coherent image of community.

When speaking about relics in the area it is worth to mention the most important of them:

- Churches in Stara Kamienica, Barcinek, Kopaniec, Kromnów (the oldest one in Lower Silesia), Nowa Kamienica, Rybnica, Wojcieszycze and Mała Kamienica
- In Stara Kamienica - ruins of the castle, gate to old manorial farm (1705), inhabitable buildings
- Inhabitable buildings, typical inhabitable buildings of Sudety in Antoniów
- Ruins of palace and old sanatorium in Barcinek
- Middle ages stone fences in Kopaniec
- Ruins of old evangelic church in Kromnów
- Trafo station and old stone single-bay bridge in Nowa Kamienica
- Ruins of castle and churchyard with memorable obelisk in Rybnica

²¹ State on May 2006 – information from Municipality worker

- In Wojcieszycze – old evangelic church, typical houses from Sudety (biggest concentration), 2 penance crosses
- Manorial farm in Mała Kamienica.

In Chromiec there is also Forest Didactic Path, making familiar with richness of nature. It is addressed to children as well as to adults.

The main problem is the access to a meeting place, not only for local people (youth and adults) but also for tourists. In many villages people see the need for such place but the main constraint is usually financial aspect. Some facilities cannot be also developed because of lack of space for it (suitable building or room). But with determination of inhabitants and with use of outside financial support, it can become reality in near future.

4.4. Activities

Nowadays people more and more want to spend their leisure time in an active, attractive and interesting way. When going for holiday they look not only for a good and comfortable accommodation but also for activities they can participate in (like workshops, courses and group sport) or just do on their own (individual sport, hobbies etc.).

To make the research more applicable it was chosen not only to make inventory of existing activities but have desired one as well. With the last one it was also important to realize whether they are realistic so what is the potential for their development and what are the constraints.

Table 4. Activities in the community Stara Kamienica, May 2006²²

Place	Activities in the area	Are they available for tourists	Desired activities in the area	Potential for development	Constraints	Employment potential	Other benefits
Antoniów	Gallery and workshop of stained glass Café and gallery Festive organized by the association 'Pod Kamienieckim Grzbieciem'	Both are made mainly for tourists, also from the Netherlands Yes, in 2005 it was international with guests from Germany and Netherlands	Activities for young people	Both are planned to start this year The festive can be each year	Finance and clients (they start to focus on Dutch, without them it will be difficult)	Not now, maybe later	Place for meeting (for local and tourists), promoting of the region, cooperation with artistic schools
Barcinek	Social club for children (2 times/week) Apiculture workshops	No Not clear but some exchange and cooperation is possible	Better equipped social club, also as a place for meeting for older	Yes, with use of EU financial help	Lack of finance	Yes, with renovating and maintaining	Preventing pathologies among young people
Chromiec	No activities at present		Activities for young people Activities for women – Circle of rural women (courses, workshops etc)	Yes, Association 'Pod Kamienieckim Grzbieciem' starts to renovate old club	Finance Difficulties with finding a person willing to take care, maintain the club and organize activities	Yes, for the person taking care of the club	Preventing pathology, integrating people with each other (young and older, newcomers with old dwellers)

²² Source: interviews with sołtys, own interpretation of available information (web site of community www.starakamienica.pl and *Studium...*)

Kopaniec	Local theatre group Association 'Kopaniec' organizes workshops etc Community activities for children during holidays Workshops for farmers	No constraints Yes No No	Activities for young people (fire brigades of youngsters), social club	There are	Lack of person who wants to lead such groups, lack of municipality financial means	Yes	Preventing pathology among young people, preventing moving to cities
Kromnów	Artistic workshops organised in winter 2005/2006 for children with use of EU money Discos for children 3-4 times a year	Not really Yes	Some activities for young people: workshops, sport club etc	Renovating the room in old school	Finance	Yes, with renovating and then with taking care of it and organising activities	A place for young people to meet and do something instead of hanging around and drinking beer
Mała Kamienica	No activities		Some activities for young people: workshops, sport club etc	Not at present			
Nowa Kamienica	No activities		Some activities for young people: workshops, sport club etc	Not at present			
Rybnica	Circle of rural women organizing many activities from craft and cooking to festivals	Yes	Cultural centre	Biking trials connecting Rybnica with other trials and villages	Finance	Not directly	More tourists passing by generates more income for shops etc
Stara Kamienica	Sport club Aerobic classes Music band in school (METRUM) Local painter Courses for farmers organised by municipality	No Yes Organising some appearances Exhibitions in Cieplice No	Cultural centre, where there are some activities and places for meeting (for all inhabitants and tourists)	At present the potential is not viable	Finance, lack of place at the moment	Yes	Additional activities for young people preventing pathology, integrating tourists with local people

Wojcieszycze	Circle of rural women (reactivated in 2006)	Yes	Cultural centre	Biking trials	Finance	Not directly	More tourists passing by generates more income for shops etc
	Social club providing activities for children	No	Sport club for younger children	connecting Wojcieszycze with other villages			
	Gallery of Art Glass and Metal	Yes					

Apart from activities mentioned above happening in each village, there are overall community festivals organized each year. They are²³:

- ‘Izerski’ Ski Run – Kopaniec in February
- Days of Regionalism – Stara Kamienica in April
- Dutch Day – Kopaniec-Międzyzylesie in July
- S. Turski Memorial – cross-country runs – Stara Kamienica in September
- International Artistic Workshops in Kopaniec - May
- Summer in Kopaniec – July, August
- Izerski Fair – Stara Kamienica in June
- Bike Cross of Wojcieszycze
- Days of Barcinek – September
- Days of Rybnica
- International Football Championship
- Harvest-thanks-giving
- Festive in Chromiec
- May Festive

The biggest problem of community Stara Kamienica is the lack of tourist attractive activities. Most of the existing activities are focused on local society, not on tourists. There are associations in villages that exist and organize free time, but they also lack in financial means. Some of them organize activities specially or also for tourists.

The positive tendency in above scheme is the accessibility to different sport activities like skiing, ski running, hiking and biking. It can be concluded that the area is suitable for active people, younger and older, who can fully appreciate valuable nature.

There is for sure potential for different kind of tourist attractions, like stained glass workshops or other craft activities and this branch will also rapidly develop as financial means are invested there as well.

²³ Source: Izerska Wieś, nr 16/04/2006, p. 13

4.5. Available services

What services are in the area tells not only about the standard of living of local people but also about the possible benefits for tourists. It is the key question in this case, as they serve not only the villagers.

Other important aspect is: what is actually missing, what services are desired and are they feasible. What is the employment potential in villages and will it meet the need of the market according to services.

Table 5. Available services in community Stara Kamienica, May 2006²⁴

Place	What services	Required services	Are they feasible?	Employment potential
Antoniów	Local shop Bar in 'Iwenica', with possibilities of renting	Many, but it would not be realistic	No, there would not be enough clients	Not at the moment
Barcinek	2 industrial works + 1 small 2 shops 2 mini-bars Furniture renovation Joiner	Shops are expensive and not well equipped Shoemaker	No, to less clients	Yes but mainly with agri-tourism activities and services because clients are (also from abroad – German and Dutch)
Chromiec	2 local shops Sawmill Furniture renovation	Seasonal bars (or at least points) for tourists with picnic places	No, to complicated procedure of starting and not much income	Yes but the procedure distracts people from starting
Kopaniec	2 local shops	Direct bus connection with Cieplice (part of Jelenia Góra) where are the best schools	No	No
Kromnów	1 local shop Polisher	Something for young people, pub, meeting place etc.	No, because it is small village and there is only around 50 youngsters	For someone renovating and taking care of the room in old school.

²⁴ Source: interviews with sołtys, own observations

Mała Kamienica	2 local shops Joiner Sworn translator Auto mechanic	Hairdresser	No, too less clients, local hairdresser prefer to work in Jelenia Góra or Szklarska Poręba	Theoretically yes, maybe if it is open only few times a week and the rest of the time someone is working in the city
Nowa Kamienica	1 local shop	Many	No, too less clients	No
Rybnica	3 local shops Xero point Antiques Industrial works (sewing of jeans)	Many	No, too less clients, too big costs	Yes, with services for tourists (not only agri-tourism farms)
Stara Kamienica	Petrol station Post office Tourist Information Point in municipality 'Izerska Wieś' Bakery Pharmacy Health Centre Ventilation	At present people have most of services they need		The potential is connected mainly with further development of tourism (agri-tourism farms, services for tourists etc.)
Wojcieszycze	5 shops Hotel Rent of trailers Auto mechanic Joiner Furniture renovation Post Point Seed centre	Nothing is needed as it is situated close to the city		

As can be seen from above comparison, the services are rather basic, not saying poor. Local shops exist in each village but sometimes the choice of assortment is not big. In bigger villages there are also some small service points and industrial works. But from the point of view of tourist, it does not matter whether they exist or not.

Relatively the village with best access to services is Stara Kamienica and Wojcieszycze. Stara Kamienica is the main village of community and that is why it is somehow the heart of this organism. On the other hand Wojcieszycze are situated very close to Jelenia Góra and they are more suburbs of city than a real village.

There is not much potential for further development of services. They are desired but not viable. Too less clients and too high costs of maintenance distract people from having their

own business (like pub or bar) or sometimes they are forced to liquidate their company (like in Kopaniec where it used to be bar).

To sum up, for sure for tourists it is very vital aspect to have a place where you can go in the evening or during the day to eat or drink something. If the inhabitants want to focus on tourism, they should consider such services in the area.

4.6. Findings

To sum up the inventory of potential tourist conditions in Stara Kamienica, so the chapter about product development, it is necessary to point few findings of the research so far:

1. The accommodation base is growing rapidly and is in very good condition (high standard);
2. The prices for accommodation are on the fair level and hosts provide many additional attractions and services (like boarding, fire places, grill etc);
3. The number of beds will grow as many people are interested in starting own business and have already made some steps towards it;
4. Biggest constraint for people to start agri-tourism business is finance. People have no financial means to start and are afraid of risk taking;
5. The area can provide many amenities for tourists, the landscape is natural, wild and valuable, endangered species of flora and fauna have their habitat in community, so the potential for tourist development is high;
6. The area still lacks in suitable tourist infrastructure (trails, picnic places etc) although there are viable chances to develop it in nearest future (with EU financial support);
7. The existing infrastructure is in very good condition and needs only seasonal conservation;
8. Many monuments in the area need renovation (churches, stone fences etc.);
9. The biggest constraint in further development of agri-tourism business is finance;
10. In many villages there is still not enough activities not only for tourists but also for the local people;
11. In few villages (Kopaniec, Antoniów) very interesting activities take place, they are not only untypical but also quite unique;
12. Many events take place in the community, with good promotion they can become tourist attractions;
13. Access to services is rather poor;
14. The community started to promote itself by the web site but it misses many information and the whole promotion system is a big weakness although there are some direction boards to agri-tourism farms and there is plan to create Visual Programme of Promotion.

5. Agri-tourism within the environment

Just like any other activity agri-tourism operates within surrounding, environment. It determines possibilities and opportunities of development, creates resources that can be used and contributes to success. According to Nejez²⁵ agri-tourism works mainly within 4 aspects of environment:

- Natural landscape,
- Local people,
- Farms with animals,
- Developed economic area – infrastructure.

In this chapter all these aspects will be described according to community Stara Kamienica.

5.1. Natural landscape

The community Stara Kamienica has very attractive areas of natural landscape and moreover as valuable and harmonically created cultural landscape. In the history of community tourism and recreational traditions appeared due to appropriate climatic conditions, especially in Barcinek, Kopaniec and Chromiec. It was before the II World War and after the changing of political system (in 1989) it started to be interesting again.

Most of not urbanized areas in community Stara Kamienica are agricultural land (62 %). The rest (so almost 40 % are forests). Bigger afforestation is in the southern part, on the slopes of Izerskie Mountains. This is the place where Landscape Park of Bóbr Valley is located.

As a result of nature inventory made by local authorities 18 protected species were found in the area (on 250 habitats), 12 of which are fully protected (e.g. *Dactylorhiza majalis*, *Digitalis purpurea*). From fauna many rare and protected species are to be found as well. They include ichtiofauna, reptiles, avifauna and mammals (like bats, hedgehogs, moles etc.)²⁶.

In the community there are many natural areas and objects (nature monuments) that are legally protected. They include:

- Landscape Park of Bóbr Valley – situated in northeast part of community with total area of more than 12 ha. The most valuable are: varied run of Bóbr valley, big value of forest ecosystems, amassment of cultural heritage monuments;
- Nature Reserve ‘Krokusy’ (Crocuses) – 3,9 ha big, fully protected area in the southern part of community. It was created to protect natural habitat of ‘crocus’ but other endangered and rare species have their habitat there as well;
- 2 old mining areas – ‘Stanisław’ and ‘Góra Kamienista’,

Numerous monuments of animated and unanimated nature can be an important aspect of promotion of community and tourism development.

At present there are only 2 monumental trees (nature monuments): in Kromnów – linden of 440 cm in perimeter and beech tree in Antoniów of 455 cm in perimeter. But there are plans of Voivodship to create further monuments from the most valuable specimens (there is list of around 40 of them)²⁷.

²⁵ *Rural development through agri-tourism*, M. Nejez p. 113

²⁶ Source: *Studium...*

²⁷ Source: *Studium...*

Part of the community area is situated in the Area of Protected Landscape Karkonosze-Izerskie Mountains. It is very not clear aspect of Polish legislation exactly where it is situated. But it contains northeast boarder is the same as border of Landscape Park of Bóbr Valley. Stara Kamienica is also situated in zone 'C' of Cieplice health-resort (it was created to protect natural conditions necessary to provide health service in health-resort Cieplice Zdrój).

The community has many interesting landscape objects and areas of significant view values. The most characteristic are:

- 'Zakręt śmierci' (Turning of death) – at present in bad condition (overgrown and needs amenities) but there are plans and possibilities to return its previous state and building view tower,
- 'Wysoki Kamień' (High Rock),
- Rozdroże Izerskie,
- Kozia Szyja in Kopaniec,
- Bóbr valley in Barcinek,
- Sroczka Mountain in Rybnica,
- Hill on the way Stara Kamienica – Nowa Kamienica,
- Pick on the way Mała Kamienica – Chromiec,
- 'Wieczorny Zamek' (Evening castle)
- Reconstruction of view points in Barcinek and in the whole community.

5.2. *Local people*²⁸

'The development of agri-tourism product requires an interested and motivated community group with a good level of leadership and commitment'²⁹.

To tell something about local people it is good to answer several questions:

1. Who is interested?
2. What is the age structure?
3. What are the competencies, skills, interests?
4. Are they trained in management and business skills?
5. What are their training requirements?
6. Have they leadership capacity?
7. What is their level of commitment?
8. Have they a community development spirit?
9. Are they prepared to work as a group?
10. What is the level of motivation?
11. Are they prepared to share problems?
12. What is the employment potential for the people?

In general it can be said that people are interested in developing agri-tourism activities. Surprisingly most of already engaged (and also of those planning to start) are newcomers to the area (during last 15-20 years). Local people are afraid of the risk and costs of necessary investments. Newcomers are more open for new ideas and better adapted to the changing conditions (they usually come from the cities). They are middle aged (often) and well educated (high or university level education). In group of local people starting their agri-tourism business dominate younger (below 35 years old).

Most of the people do not have necessary skills and knowledge to start up their own agri-tourism business. This is one of the constraint against development. But there are villages (Wojcieszycze) where there were courses and workshops about starting agri-tourism business. The interest was quite high but only one accommodation place was created after the course. The second problem is money. Starting enterprise needs money and people usually do not have them. Another block, especially in Mała Kamienica and Chromiec, is the mining threat (in previous chapters it was written about plans of creating mine in the area). People are afraid of investments in own business due to threat of spoiling valuable landscape and threatening tourists from the area. That is why in general they are not fully committed and motivated.

There are local leaders in the area who are engaged in local development. It is a chance (opportunity) for tourism development as it can be joined with other activities.

It can be concluded that at the moment people are not prepared to work as a group. There are no such traditions in Poland in general due to previous legal system. Younger are more eager than older but the tendency is towards cooperation. Several associations are operating in community. They are not only organizing activities but also try to create some kind of feeling of community among inhabitants.

²⁸ Information in this chapter, if not mentioned differently, base on interviews with softys and personal observations and interpretations.

²⁹ *Rural development through agri-tourism*, A. Gannon, p. 32

To sum up there are many employment potentials in agri-tourism business in the area. It is one of the most rapidly developing branch of economy at the moment, not only in Stara Kamienica but also in other parts of Poland. And as local authorities see future of community as an attractive tourist destination, it has chances to further develop in the future. But for sure some changes in present policy have to be made. This issue will be touched upon a question in following chapters.

5.3. Farms with animals

In Poland and in community Stara Kamienica as well there is no tradition of open farms with animals that people can visit or see. But there are stables and farmers keep horses to horse riding. They are also offering their services to the tourists.

In the whole community there are 4 stables, 2 of which are in Stara Kamienica and 2 in Kopaniec. Possibility of horse riding exist also in 2 other villages: Chromiec (farmers keep horses and offers service) and in Barcinek (on agri-tourism farm but it is open for other tourists as well).

Although farmers keep other animals, as it was written at the beginning of the chapter, there is no open farm, as this tradition is not existing in Polish reality. It would not be interesting for Polish tourists as they are used to the picture of animals on the fields and the consciousness of food chain is quite high. But there are no problems with buying food directly from the farmers as most of them prepare own products on the farm (cottage cheese, sour-cream etc).

5.4. Infrastructure

The communication in the community is quite well developed. There are two national roads that run across its territory: Szczecin – Jakuszyce (nr 3) and Jelenia Góra – Zgorzelec (nr 30) and one voivodship road Szklarska Poręba – Świeradów Zdrój (nr 404). These roads ensure good communication with neighbouring communities. The rest are powiat and local roads that determine good communication within the area. The only problem is the technical condition of them, which is actually very poor. To make matters worse there is constant lack of money (not only in community but also in powiat) to improve their quality.

Through the area of Stara Kamienica 2 railway lines run across: Wrocław – Jelenia Góra and Jelenia Góra – Szklarska Poręba.

From technical infrastructure, the community almost does not have water supply and sewerage systems. Inhabitants provide water from individual wells and store sewers in tanks without outlet. This is a big threat not only for tourism development but also for the condition of environment, as they are usually leaking or even sometimes are just let down directly into the river.

There is only one wastewater treatment system but it only serves one housing estate in Stara Kamienica.

There is organized system of waste removal and most of inhabitants have signed their agreements with specialized companies. The problem are wild rubbish dumps in forests. They are not only spoiling the landscape and overall view of the community but also negatively influences the environment (e.g. by poisoning the underground water).

The general condition of infrastructure is not good. The roads are in bad condition, there is almost no sewerage and water supply system and there are problems with rubbish.

5.5. Findings

After making inventory of the surrounding-environment of agri-tourism in Stara Kamienica there are some findings (part conclusions) that ought to be mentioned before further analysis:

1. The natural landscape is very attractive;
2. There are many valuable objects and areas in the community that can attract visitors;
3. The positive trend is that there are plans for further development landscape potential by enabling people to use it (view points, view towers etc.);
4. Not clear situation of Area of Protected Landscape Karkonosze-Izerskie Mountains;
5. Most of existing agri-tourism businesses are run by newcomers to the area;
6. In general local people are interested in starting agri-tourism enterprise but they often lack in knowledge and necessary skills. It is good to provide some workshops and trainings by the local authorities or local organisations in order to improve human resources and ensure high quality of service;
7. There is big potential for development of agri-tourism activities in the area;
8. There is potential for horse riding in the neighbourhood as there are several stables and horse trials are to be created this year³⁰;
9. The communication accessibility is good but the condition of roads leave a lot to be desired;
10. The big threat for further development is lack of sewerage and water-supply systems;
11. The situation of waste should be regulated and the requirements respected.

³⁰ 2006

6. Analysis³¹

In this chapter 4 participatory techniques that were acquainted in the module Rural Analysis³², will be used to analyse the situation of agri-tourism development in community Stara Kamienica. First of all the overall problem will be identified. Secondly main actors of the process will be discovered and described. Further their objectives, possibilities of collaboration and conflicts will be found out. Last but not least the SWOT analysis, which shows strengths, weaknesses, opportunities and threats of agri-tourism development in the area, will be drawn. On the basis of these techniques in the next chapter the strategy will be made for each key actor, according to the main problem in the area.

6.1. Problem identification

To define a clear problem statement it was necessary to answer few basic questions:

- What are aspects related to the problem under study?
- What are possible causes of the problem?
- Why does the participatory researcher undertake this analysis?

All inventoried aspects were put into Problem Aspects Sheet and presented below.

Table 1. Problem Aspects Sheet³³

INVENTORIES ASPECTS RELATED TO THE PROBLEM UNDER STUDY
Financial problem – most commonly mentioned by interviewees. Lack of money among local authorities, village organisations and inhabitants to engage in tourism development activities, start up own business, improve local situation etc.
Problem with finding/receiving outside financial resources (from EU, from local authorities etc.)
Problems and difficulties with solicitation of money from EU (rural development) – difficult formulas and long procedures... Actually people cannot do it alone (starting agri-tourism business) so they don't do it at all.
Lack of coherent and consequently realized programme of promotion of community and agri-tourism. Existing programmes are not fully and consequently implemented.
Lack of technical infrastructure like water-supply and sewerage systems
The overall problem of rubbish (lack of rubbish bins, dirt on farms, streets etc)
Lack of tourist infrastructure: view points, picnic places etc.
Problem and threat of creating mine in Mała Kamienica.
Lack of qualified human resources (in local authorities) but also lack of necessary knowledge according to agri-tourism among local people.
Mentality of local people – lack of willingness to do anything.
The potential and values of community are not yet exploited
Problem of cooperation between Association 'Pod Kamienieckim Grzbietem' and NEMO (lack of consistency, other words false to one's words)
NEMO prepared trials of wanderers but they did not share the results with other organisations, like local authorities or 'Izery'.

³¹ The whole chapter bases on interviews with potentially defined key actors (representatives of village organisations), self observations and conclusions

³² *Module Rural Analysis, Manual November – December 2005*

³³ source: interviews with representatives of village organizations, NEMO and local authorities

These problems were mentioned by interviewees as the most urgent and currently blocking the process of agri-tourism development. They were selected and put in order to make them more clear and visible. As can be seen from above table, the biggest problem, seen from different sides, is financial resources. Not of less importance is lack of coherent and consequently realized programme of promotion of community and agri-tourism. Some plans and projects exist, of course, but they are not bind in one, big concept of making Stara Kamienica tourist community, although authorities declare willingness to develop in this direction³⁴. Other words, the actions and activities are rather spontaneous and base on actual possibilities of receiving grant or donation than on specific, coherent policy of community authorities.

In order to make the whole analysis more clear the overall problem will be stated. It will base on interviews with representatives of local organisations (associations, local authorities) as the key actors of the process. Their role should be clearly stated so in conclusion it can be said that the overall problem should be described as:

What should be the role of key actors in creating conditions for sustainable development of agri-tourism in community Stara Kamienica?

So the answer to this main question will be the strategy in what way can key actors contribute to liquidating of problems stated in this chapter. It will be described in the following pages.

The objective for case study researcher will be creating this strategy on the basis of interviews, own experience and knowledge gained so far.

³⁴ *Strategy of development of community Stara Kamienica*

6.2. Actors' identification

The relevant analytical questions that were to answer in this chapter were:

- Which actors play a significant role in tourism development in community Stara Kamienica?
- Who else could make an important contribution? Why and how?
- What do various actors contribute?
- Which actors can be seen as key actors?

After defining the actors involved in the process of tourism development the key actors were chosen and the Actors Identification Sheet was filled in.

To make the analysis more clear a 5 star scale was adjusted. The more stars each actor has, the more key actor it is. The explanation of each choice was made in last column.

Table 2. Actors Identification Sheet³⁵

Actors	Is it key actor or not (5 star scale)?	Why or why not?
Association 'Kopaniec'	Yes *****	Is involved in programme of 'Middle Aged Kopaniec', which includes archaeological research, building middle-aged village and combining it with other attractions of village.
Association 'Nasz Barcinek'	Yes *****	It actively promotes biking tourism by creating trials, resting places etc. There are also plans to recreate old viewpoints in surrounding of village.
Association 'Pod Kamienieckim Grzbietem' from Chromiec-Antoniów	Yes *****	Sees and promotes tourism as a better alternative for the mining plans. Creating of 'Glass and Mineralogical Trial', which would be connected with Czech Republic. Engaged in project 'On the track of history' and building the whole development programme around it.

³⁵ source: interviews with representatives of village organizations, NEMO and local authorities

Community Office (Local authorities)	Yes *****	The main provider of local policy, also those according agri-tourism development. Also provider of money and mediator between local organisations and higher-level authorities.
NEMO Foundation	Yes *****	The provider of money for tourism development for local organisations. Supporter with anti-mining lobby.
Association 'Izery' from Mała Kamienica	Yes ***	Involved in small local actions like cleaning old hiking trails, repairing bridges etc. Also organises workshops for Dutch tourists.
Society of Friends of Wojcieszycze	Yes ***	Small involvement in tourism development by creating local historical museum and cultivating local rural heritage.
Village Women Association from Rybnica	No **	Not involved in tourism development process at present and not planning to do it in the future.
Association 'Trapez' from Stara Kamienica	No *	Is now close to suspending its activity because lack of human resources.
Society of Friends of Rybnica	No *	Very active but focused on cultivating of local identity not on agri-tourism development.

According to the rules described at the beginning, seven key actors were identified. They are actors most involved in process of agri-tourism development in the area of community Stara Kamienica.

Three of the actors, the most engaged in agri-tourism organisations are: Association 'Kopaniec', Association 'Nasz Barcinek' and Association 'Pod Kamienieckim Grzbietem' from Chromiec-Antoniów. That is why they were identified as key actors with five stars. All of them participate in tourism development projects of their villages ('Middle Aged Kopaniec', 'Glass and mineralogical trial', 'On the track of history', development of biking tourism etc.). They are active and effective and have plans for the future regarding the problem under study.

Further on the list there are Local Authorities and Foundation NEMO, seen as 4 star actors. Their role is also significant but they are not as active in action as those organisations mentioned in previous paragraph. They are mainly providers of money (NEMO, community office) and ideas (NEMO, community office) as well as creators of local policy by making

plans, programmes and resolutions (community office). They also mediate between community and higher authorities (like EU by, for example, INTERREG programme).

Last two key actors are also important (Association 'Izery' from Mała Kamienica, Society of Friends of Wojcieszycze) according to the agri-tourism development but their area of work on this field is rather small. Tourism development is only one part of their objectives. That is why they have got only 3 stars.

Actors not regarded as key ones are those not involved at all in agri-tourism (or tourism in general) development activities. They are focused on other objectives and actions (mainly on integrating local people, cultivating local identity etc). Association 'Trapez' is not key actor as at the moment it does not function properly because of lack of human resources. So it is almost non-existing, on the edge of liquidating.

6.3. Actors' objectives

In this part the actors' objectives will be identified and the Actor Objective Sheet will be filled in. To prepare this analysis relevant questions had to be answered:

- What do the relevant actors see as their objectives, mainly those linked with agri-tourism development?
- How do these actors perceive their contribution to the development of tourism in community Stara Kamienica?

Table 3. Actors Objectives Sheet³⁶

Actors	Objectives	Potential collaboration with	Potential conflicts with
Association 'Kopaniec'	Perceiving of natural, landscape, historical and architectural values of village and its surrounding. Protecting of natural environment and actions for development of village and its inhabitants.	NEMO Local Authorities 'Nasz Barcinek' 'Pod Kamienieckim Grzbietem' Society of Friends of Wojcieszycze Voluntary Fire Brigade from Kopaniec	'Pod Kamienieckim Grzbietem' – accusation of too small involvement in the mining problem
Association 'Nasz Barcinek'	Integration of inhabitants of Barcinek Promotion of Tourism (mainly biking, by organising resting places, harbours etc, recreating of old view points) Promotion of Barcinek	NEMO Local Authorities Council of Sołectwo ³⁷ Council of Parents in School Association 'Kopaniec' German association of former inhabitants of Barcinek	Quiet competing with Rybnica, cooperation is quite hard
Association 'Pod Kamienieckim Grzbietem' from Chromiec-Antoniów	Local development Development of tourism as an alternative of mining plans	Local Authorities Foundation of Ecological Culture	NEMO – maybe not real conflict but rather lack of mutual understanding With Pol-Skal (mining company)

³⁶ source: interviews with representatives of village organizations, NEMO and local authorities

³⁷ auxiliary unit of local government in village with sołtys as leader

Community Office (Local authorities)	According to tourism development: to make/have in each village at least one tourist attraction so that a one day trip can be made around the whole community (one stop in one village) with cooperation of travel agency from the region.	All village organisations NEMO Powiat – Cooperation of Communities of Jeleniogórski Powiat (common promotion etc).	None and all. None because it is some kind of mediator between all sides of the process and coordinator of it. All because always when there is cooperation linked with money, it can cause potential conflicts and disagreements.
NEMO Foundation	Main objective is supporting of sustainable development of agriculture areas and protecting of natural and cultural values of underdeveloped rural areas in Poland. It is made by many actions like for example promotion of eco tourism and health tourism, organising cultural events, supporting anti-mining lobby etc.	Local Authorities (mediator and coordinator of projects in Poland) Association ‘Izery’ College of Karkonosze Village organisations (by MATRA project): <ul style="list-style-type: none"> • Association ‘Kopaniec’ • Association ‘Nasz Barcinek’ • Association ‘Pod Kamienieckim Grzbietem’ • Society of Friends of Wojcieszycy • Village Women Association from Rybnica 	Association ‘Pod Kamienieckim Grzbietem’ from Chromiec-Antoniów – maybe not real conflict but rather lack of mutual understanding With Pol-Skal (mining company)
Association ‘Izery’ from Mała Kamiénica	Development of sustainable tourism: recreating hiking trails, bridges etc, cooperation with foreign organisations (lectures, workshops etc), lobbying building water-supply and sewerage systems	NEMO Local authorities From other organisation mainly with ‘Kopaniec’	With Pol-Skal (mining company)

Society of Friends of Wojcieszycze	<p>Cultivating of local identity</p> <p>Creating historical museum (also for tourists, mainly from Germany that are staying in the hotel 'Jan')</p> <p>Protecting of cultural heritage</p> <p>Organising free time for children</p> <p>Organising biking cross (each year)</p> <p>Active involvement in the village life</p> <p>Meetings with interesting people and lobbying them for the village/area</p>	<p>Local Authorities</p> <p>NEMO</p> <p>Historic – Mr Iwański</p> <p>Conservator of monuments</p>	Rather non-existing
Village Women Association from Rybnica	<p>Integrating of village women by organising courses, common trips and other actions</p> <p>Helping and organising feast and festivals for young, adults, seniors...</p>	<p>Local Authorities</p> <p>Society of Friends of Rybnica</p> <p>Council of Sołectwo NEMO</p>	None
Association 'Trapez' from Stara Kamienica	<p>Development of biking tourism</p> <p>Cultivating of local cultural heritage</p> <p>Integrating youth in the countryside and teaching them organisation and action</p>	<p>At present not significant as the association is on the edge of liquidating</p>	<p>At present not significant as the association is on the edge of liquidating</p>
Society of Friends of Rybnica	<p>Cultivating local traditions</p> <p>Protecting of cultural heritage</p> <p>Creating and adjusting 'The room of tradition' – an exhibition of memories, old documents of village etc.</p>	<p>Village Women Association from Rybnica</p> <p>Local Authorities</p> <p>Council of Sołectwo</p> <p>Society of Friends of Wojcieszycze</p>	<p>Small competing with Association 'Nasz Barcinek' but friendly one, not aggressive</p>

To sum up above table it can be said that not all village organisations are focused and interested in agri-tourism development. As it was mentioned in chapter 6.2. some of them (Village Women Association from Rybnica, Association 'Trapez' from Stara Kamienica, Society of Friends of Rybnica) have different aims. Also those involved in tourism development have different ways and tools to achieve their objectives.

In conclusion, the main potential collaboration should occur between Local Authorities and all village organisations. Local Authorities are the main provider of money and tools to achieve goals by others and that is why it should look like this. They should also cooperate with Foundation NEMO, as it is also significant money provider (during past years by MATRA project).

NEMO, apart from community office, should collaborate with all village organisations as well. This is important aspect as one of NEMO's objective is to contribute to development of sustainable tourism and these organisations contribute to such development step by step.

All village organisations should also cooperate with each other. Maybe not necessarily on the full time basis, but for sure with separate actions, like for example anti-mining lobby, where strength lays in unity and coherence.

There are no real conflicts between key actors. There are rather small competitions or misunderstanding in communication that cannot be regarded as conflicts. One of the reasons for not having serious conflicts is that each actor has its own field of work, its own village and there is no need for real competing or arguments. Everyone is responsible for its own part. But for sure those small misunderstandings should be explained and solved not to create problems in the future. Especially that it is one organisation that occurs as potentially conflicted (Association 'Pod Kamienieckim Grzbietem'), this problem should be immediately solved.

6.4. SWOT analysis

The final participatory technique summarising the knowledge about the area and situation gained so far is SWOT analysis. It presents strengths, weaknesses, opportunities and threats according to the problem of tourism development in community Stara Kamienica. The analysis will summarise the potentials and conditions of tourism development in the area. It will also provide a good basis for creating the strategy for the key actors for the future (see next chapter).

Table 4. SWOT analysis³⁸

Strengths	Weaknesses
Wild and unspoiled nature	Lack of water-supply and sewerage systems
Natural and wild landscape	Lack of tourist infrastructure: view points, picnic places etc.
Naturalness	Not many hiking trails, not developed
Beautiful and unspoiled environment (not spoiled by industry and human stupidity)	Mentality of local people – lack of willingness to do anything
Contact with nature	The overall problem of rubbish (lack of rubbish bins, dirt on farms, streets etc)
Peace and quietness, no mass tourism	Lack of youth wanting to participate in development, they are not members of associations etc
Interesting surrounding, especially for biking trials (bigger distances)	Lack of coherent and consequently realized programme of promotion of community and agri-tourism. Existing programmes are not fully and consequently implemented
Hiking trails	Lack of qualified human resources (in local authorities) but also lack of necessary knowledge according to agri-tourism among local people
Biking trials	Bad communication between separate organisations, bad flow of information
Ski-running trials	
Rich cultural heritage	
Historically protected spatial arrangement	
Active society – many local NGOs	
Council of Promotion of Tourism in community	
Opportunities	Threats
The potential and values of community are not yet exploited	Creating mine in Mała Kamienica
Sustainable tourism	Flooding
Horse tourism (in the process of development at present)	Drought (problems with water in wells)
Educational tourism	Poverty of community (overall financial problem)
Health tourism	Problems and difficulties with solicitation of money from EU (rural development) –

³⁸ source: interviews with representatives of village organizations, NEMO and local authorities and own analysis of current situation of community

<p>Car tourist trials</p> <p>Programme ‘Middle aged Kopaniec’ – thematic village</p> <p>‘Glass and mineralogical trial’ in Chromiec</p> <p>‘On the track of history’ – trial in Chromiec</p> <p>Having at least one tourist attraction in each village.</p> <p>Bigger investor (building Centre of Winter Sports)</p>	<p>difficult formulas and long procedure.</p> <p>Problem with finding/receiving outside financial resources (from EU, from local authorities etc.)</p>
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As can be seen from above table, there are many strengths in community. They should be the base for further development. Promoting nature and landscape, usage of existing tourist infrastructure with cooperation with local organisations should result in creating coherent and unified agri-tourism potential in the area. Not of less importance is using opportunities and possibilities. Engaging in niche tourism (health tourism, educational tourism, horse tourism) can be a great chance for such small and underdeveloped community as well as supporting original and interesting ideas like ‘Glass and mineralogical trial’, ‘On the track of history’ or ‘Middle aged Kopaniec’.

But there are still many weaknesses, liquidating of which is very money consuming. For tourism development very important is technical infrastructure. No serious investment or project can be realised without appropriate infrastructure like water supply or sewerage systems. Other weaknesses need a lot of time to be changed (like mentality of people). These are really big problems but with appropriate use of strengths and opportunities it is possible.

The biggest threat is creating mine in Mała Kamienica. This is a serious problem as it will change or even liquidate the agri-tourism values in the area, especially in Chromiec and Mała Kamienica but the influence will be broader. To further develop the community into the agri-tourism direction it is necessary to avoid this threat as it can even block the whole process of development and leave the area underdeveloped with no possibilities for improvement the situation in the nearest future.

6.5. Discussion of alternatives

Before creating final strategy for all actors involved in process of agri-tourism development it is good to realise what are the alternatives.

According agri-tourism as a whole, the only alternative at the moment is mining. As mentioned in this research it is not good solution, as it will destroy the unspoiled and wild landscape and cause irreversible changes to the area. Not only in terms of nature but local economy as well. Contrary to what might seem the employment will not increase but decrease (the company will hire educated specialists from outside the community, not local inhabitants). To make matters worse such investment will discourage other potential investments, not mentioning tourist ones.

In relation to the role itself, Local Authorities can be coordinator and implementator. They can be the only actor providing policy, writing programmes and implementing projects. At the same time associations and other local organisations will be focused only on their villages organising activities for children and adults (like workshops, sport etc.), protecting rural heritage and landscape (depending on their objectives).

The second option is strong cooperation between Local Authorities and NGOs that will result in division of roles: Local Authorities as coordinator (preparing projects, providing policy) and village organisations implementing what was prepared. The second alternative seems to be better as division will pull efficiency and 'specialisation'. Each actor will have its own part to take care of and the organisation of it will be more beneficial. In this case Local Authorities will play the role of coordinator, preparing programmes, creating local policy etc. and associations will implement them.

Other aspect concerning associations is whether to involve all of them into the process of agri-tourism development or only those having such objectives. The first option can be beneficial as the more, the better – each village would have its own organisation promoting tourism and helping with improvements. It is though difficult and pointless to force organisations to be engaged in agri-tourism if they do not see such need and will.

NEMO can but does not have to be involved in the process of agri-tourism development. If it is not, there are no communication problems, language barriers and there is one actor less to take into consideration (less opinions and less arguments). But on the other hand it can help but its Dutch experience with agri-tourism development and with financial support.

The best-chosen solution is to involve 3 main groups of actors into the process of agri-tourism development in the community Stara Kamienica:

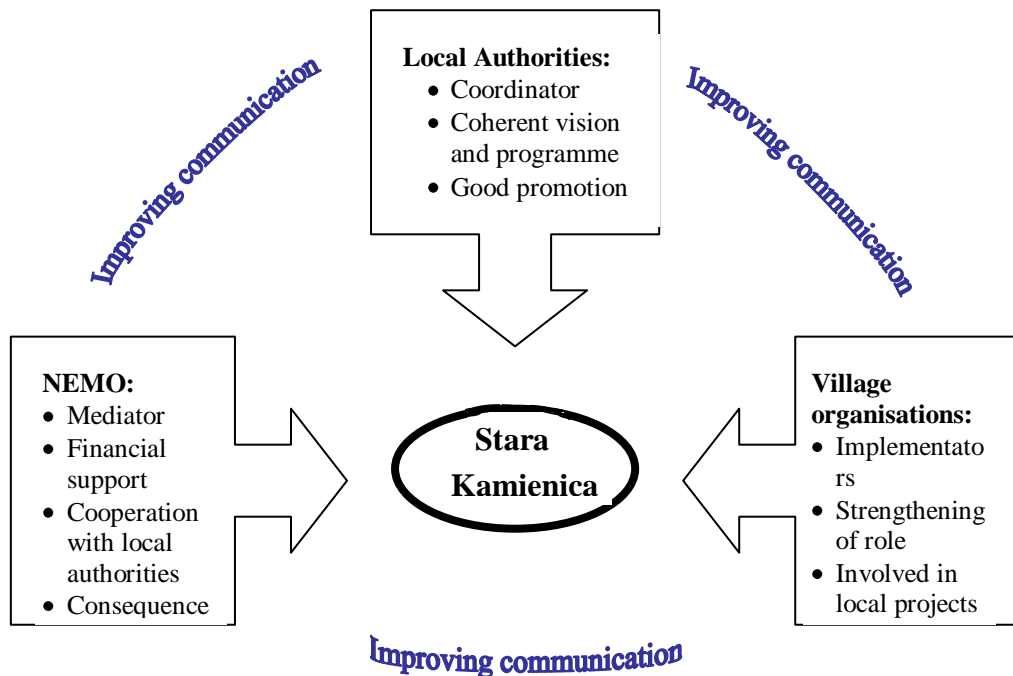
- Local Authorities as a coordinator of the whole process,
- Local NGOs, but only those determined as key actors to the process (see chapter 6.2.), as implementators of the projects,
- NEMO as a supporter and mediator.

The role of those main actors will be wider described in the following chapter.

7. Defining actors' role and creating strategy for the future

In this chapter the role of key actors will be defined. Also the strategy for further actions and activities will be made (as much as conditions let create such strategy, as access to information is sometimes difficult, especially those concerning future plans). Concerning village organizations, the main stress is put on those, playing significant role in tourism development, so those actively engaged in such activities.

All actors have its own role to fulfil, what means that there should be strong cooperation between all of them. As now it is also a problem, the communication should be improved because of this, to avoid misunderstandings and arguments. Roles and strategies for Local authorities, village organizations and Foundation NEMO can be found on the following pages.



Graph 3. Roles of key actors in process of tourism development in community Stara Kamienica

7.1. Community

As described in previous chapter, Local Authorities are one of the main key actors in the process of agri-tourism development in community Stara Kamienica. As representatives of local government it has many objectives and fields of work. One of them is local development as a direction of which council has chosen tourism development.

That is why, as a representative of local inhabitants and main provider of money, Local Authorities should play the role of **coordinator**. They are main money providers (next to NEMO) and give it to, inter alia, village organization in form of donations and grants. They are also creators of the local policy and decide upon it.

First important remark is that also inside community office the role of workers should be clearly described. Person responsible for web site should be responsible only for this and so on. Clear division of tasks would improve not only the progress of process of agri-tourism development in general, but also working on separate projects and overall communication between local organizations (flow of information).

Second important thing is technical infrastructure, especially lack of water supply and sewerage systems. It is one of the biggest blocks in development as no serious investment can be made without access to it. Fortunately local civil servants have the consciousness of it and they are in the meantime of soliciting of EU donations.

For agri-tourism development, another important aspect is coherent and common vision of the community as a tourist destination; currently the problem is lack of it. There are ideas and actions but it is not unified in one document describing this vision. It is advised that such vision is created by representatives of local government. It will draw a clear and transparent view of further actions that ought to take place to develop appropriate agri-tourism product in the area. It will also show priorities to realize and let to make it in appropriate order according to current needs and not to possibilities of financial support. However it is important, it should not determine order or priorities of actions for tourist development.

As underlined in the whole thesis, the biggest block for agri-tourism development in the community is lack of internal financial resources. That is why searching for possibilities of external help is so vital. It can be NEMO, EU and other foundations (also ecological or linked with nature). No matter which source local authorities want to apply for, they will have bigger chance of receiving it when they have coherent and common vision of the community as a tourist destination. All actions should be included in such programme.

The big problem of the community is promotion. Although Council of Promotion of Tourism exists, it has just started to work and still a lot needs to be done. The way of promotion should be also coherent and clear. Council of Promotion of Tourism should prepare an appropriate document. It does not have to be official one, it can be made only for internal use. But it has to include few aspects:

- Appropriate base of promotion – how the community wants to promote itself? What are strong points (pluses) of the area? These are important questions that will determine the way of promotion. According to the above thesis research, the base for agri-tourism development in the community should be: natural and unique landscape, unspoiled and wild nature, local monuments (inventory has to be finished as it has already started), peace and quietness (no mass tourism). The potential activities that

have to be promoted are biking, horse riding and walking. Especially the last one should be more promoted, maybe with use of wanderers footpaths prepared by NEMO members (more in part about role of NEMO and village organisations).

- Web site – there should be one worker responsible only for the web site. It needs regular updates to make it more representative and useful. Apart from this, the tourist part is underdeveloped. The information about accommodation possibilities is not full, the monuments and attractions are not described and shown. Also the part linked with trials should be prepared and updated. In cooperation with NEMO and association ‘Izery’ the wanderers’ footpaths should be worked out and compiled and also put on the web site. Another problems are too big and too many photographs. If someone has modem it is quite hard to open it as it goes really slow.
- Folders, booklets, signs etc – the matter of signs and boards is under discussion at the moment in the Council of Promotion of Tourism, so there is no need to write about this here. To make an appropriate and professional promotion, such materials as folders or booklets ought to be prepared. The existing ones are rather poor and useless. The maps are not clear and actually there are no relevant and useful information. That is why new folder or even booklet should be prepared. It should include:
 1. Some information about area of community;
 2. Clear and transparent tourist map also with trails, that tourist can use while walking or sightseeing;
 3. Names, contacts and addresses of agri-tourism farms and other possibilities of accommodation. It should also include prices. It is important, especially on tourist fairs, because in today’s world people want to know it to have comparison and to make a good choice. It is vital part of the folder as the prices in Stara Kamienica are quite competitive.

To sum up the folder should be attractive and useful as it is the source to find clients as well as to keep them.

The development policy should include creating tourist infrastructure. The community lacks in it. It can be developed in cooperation with local NGOs, different for different types of amenities for tourists, according to the objectives of NGOs. So:

- Recreating of old viewpoints – in cooperation with association ‘Nasz Barcinek’ as they are focused on promotion of tourism and have such actions in their plans. It could attract more people to the area (with appropriate promotion of such points).
- Picnic/resting places – the distances between places are quite big in the area. That is why building suitable infrastructure is vital issue. People need a place where they can rest or eat something when they are on longer trip. Such infrastructure should also include bike stands. Such places can appear at the beginning or in the middle of trials. The first in order to create such places are Chromiec and Barcinek. Few biking trials are passing through Chromiec and here is also didactic path. It is worth thinking over. If yes, then in cooperation with association from Chromiec it should be realised. Similar situation is in Barcinek. And additionally they are focused on biking tourism.
- Trials – also connected with viewpoints but not only. The aim should be recreating the access to viewpoints so create marked footpaths to them (with ‘Nasz Barcinek’, ‘Izery’ and NEMO – wanderers footpaths). It is also advised to make new trials, especially horse (in cooperation with ‘Kopaniec’ and Council of Promotion of Tourism) and biking ones (‘Nasz Barcinek’ as they are promoting this way of activity). Not of less importance is supporting bottom-up ideas and proposals like ‘On

the track of history' trail in Chromiec and Antoniów (association 'Pod Kamienieckim Grzbietem').

Local Authorities should strongly cooperate with Foundation NEMO. Both have similar aims and targets: to develop an attractive tourist product. Both are important providers of money for local organizations and by this they support local initiatives focused on agri-tourism development. One of fields of cooperation can be educational tourism and student internships.

Another field of cooperation can be development of alternative forms of tourism, not yet spread in Poland (like health and educational tourism). In the Netherlands they are developing but farmers there have bigger experience, which can be shared. Developing niche tourism can be a great chance and opportunity for such small and rather poor community.

Also some workshops can be organised related to topics mentioned in last two paragraphs. The whole idea of cooperation between community and NEMO will be described more detailed in chapter about role of NEMO.

7.2. Village organizations

Village organisations are the main actors from the key ones. It is due to role they play, or better said should play in the process of agri-tourism development in community Stara Kamienica. Local NGOs should be the main **implementators** of the policy and programmes according to agri-tourism development (community based management – bottom up approach). But to make it possible their role needs to be strengthened. It will be difficult as usually they are financially dependent on outside resources (from NEMO or local authorities). If they have another income (e.g. from members contribution) it is rather small. But they should be involved in planning of local authorities, especially planning linked with agri-tourism development (e.g. creating coherent and common vision of the community as a tourist destination).

Actually the actions that local organisations are engaged in are interesting and valuable. They have ideas and programmes and are preparing and realising projects. There is no need to change or improve it as actions are on a high standard. Mentioning them here will be a good summary of what is happening in the community at the moment. Next to some of them additional ideas and tips will be added as well (in italics).

1. Association ‘Pod Kamienieckim Grzbietem’

- 1.1. Realising project ‘Glass and mineralogical trail’ with support from EU (INTERREG III) – inter alia a social club will be renovated and organised
- 1.2. Realising project ‘On the track of history’ – it is very valuable and interesting project and is worth continuing (but it is necessary to find financial support)
- 1.3. *As few biking trails are passing through Chromiec, it would be interesting to create picnic/resting place. A good location is where the forest didactic path starts*
- 1.4. *It was found as the most probable source of future conflict. Not only with NEMO but also some misunderstandings with other associations. But these potential conflicts seem to be personal, not organisational. The more they should be solved. Openness and sincerity in speaking are the clue in this case.*

2. Association ‘Izery’

- 2.1. *Helping with working out wanderers footpaths (in cooperation with NEMO and local authorities)*
- 2.2. Further cleaning and maintenance of them
- 2.3. *It would be interesting to broaden the organisation of different kinds of workshops also on other tourists (e.g. in cooperation with agri-tourism farms), not only on Dutch. It could be attractive and generate income for implementing other projects.*

3. Association ‘Kopaniec’

- 3.1. Further implementing the project of ‘Middle aged Kopaniec’. *Interesting aspect would be also creating an attractive web site of it, maybe only linked or even separated from the site of Farm 69.*
- 3.2. *Association cannot forget about appropriate promotion of the middle-aged settlement. Maybe an interesting event would be a ‘middle-aged festival organised yearly in summer, that would attract additional tourists, not only to the village but also to the whole area.*

4. Association ‘Nasz Barcinek’

- 4.1. Recreating of old viewpoints. It is planned but the financial resources lack at the moment.
- 4.2. Further promotion of biking tourism
- 4.3. *Organising some biking event could be attractive and desired, at the beginning maybe in cooperation with Wojcieszycze (Cross of Wojcieszycze), later alone. It would*

be a good promotion of the village, its biking potential and also could show local people the opportunities of earning additional money on them.

5. Society of Friends of Wojcieszycze

- 5.1. Creating a local museum – it is good idea, especially that they see potential in foreign tourists (from Germany) and want to make all information available in two languages (Polish and German).
- 5.2. *It is also good to make information in English as it the most popular language among Europeans. It is better to do it at the beginning than later adjusting.*
- 5.3. *As association is engaged in promotion and preserving of rural heritage, it can be interesting to prepare a brochure/folder and sell it in museum shop with other attractions of Wojcieszycze (e.g. evangelic cemetery)*

The last advice is that representatives of village organisations could be more direct and open in proposing their ideas to NEMO (on the rule of financial support, co-financing or co-organising) and not be ashamed of it. NEMO is open as well for new ideas and projects and willing to help to implement those valuable but is not good acquainted with Polish habits and customs. Such cooperation could be mutual: for NGOs it will generate money for their projects and for NEMO it will be a great opportunity to get acquainted with local inhabitants, customs etc.

7.3. NEMO

In the whole process of agri-tourism development in the community Stara Kamienica Foundation NEMO plays a role of **mediator** and also a bit of **supporter**. Next to local authorities it is a significant provider of money. It is supporting local NGOs by MATRA project – a programme of Dutch government supporting rural tourism development. It would be desirable if such cooperation and support is kept, as local authorities do not have enough financial resources for such donations (in years 2005/2006 it was 10 000 euros). The role of NEMO would be supporting local development in agri-tourism by supporting separate projects worth developing (in its opinion) according the main guidelines.

As mentioned when writing about local authorities, NEMO should strongly cooperate with them. As they are both main money providers, they should prepare and organise projects and programmes together. The realisation of them would be left for local NGOs as they are closer to people and problems.

There are few fields on which the cooperation should occur and few ideas how to organise it. First idea worth considering is educational tourism. The project could be prepared by NEMO in cooperation with Local Authorities and include, inter alia, internships of Polish as well as Dutch students. The contacts of NEMO with few universities, like Karkonosze College or Wageningen University, could be used in this collaboration. Local Authorities are open for such idea and are interested in engaging in it, provided it will not generate additional costs for them. They can provide information and materials for students as well as generate problems to solve (research to be done). On the side of NEMO would be overall organisation of the internship (accommodation, transport etc). But there is one vital remark: local authorities want to see the result of students' work. They are interested in receiving materials (final reports etc) or being given some presentation. It could be a good idea to organise such finish and exchange of experience, both for students (they have opportunity to show results of their work and feeling that they did something useful) and for local authorities (new ideas, new and fresh look on existing problems).

Another idea is to organise some workshops and/or courses for local farmers about agri, eco and health tourism. At present these are mainly new settlers who are engaged in agri-tourism business (that came into the area during last 20 years). The situation should be changed so that also autochthons start their own tourism venture. Their problem lays in lack of knowledge and experience (apart form obvious fact – lack of money). They also have no idea how such enterprise works and is organised. They need appropriate training and possibilities of seeing it in practice. It is a good chance for NEMO as it can also include exchanging of experience between countries (Poland and the Netherlands). The whole project should be organised mainly with practical activities (how to fulfil necessary documents, sightseeing existing agri-tourism farms etc). An important part of the training would be visit on a health care farms but as in Poland there is no tradition of such activity, it should contain visit to the Netherlands. And here appears last important remark: all participants of the training should have their contribution in covering costs (even small one). Otherwise there will be a lot of participants but the results and effectiveness will be none (they will apply only, for example, to go to Holland for free). That is why it is advised to share the costs with them (a small part of it but to let them feel contribution and obligation to do something with gained knowledge). Such workshops and trainings can be organised in cooperation with local organisations (some of them have meeting places, other can be mediators in finding participants).

The above-mentioned ideas are linked with possible future plans of NEMO. But there are few existing problems to solve. The possible solutions are as follows.

According to the mining problem. It is advised that NEMO does not identify itself as local society. It is not good seen by inhabitants and representatives of NGOs. NEMO should be a separate body that fights against mining on its own. It will liquidate few conflicts and misunderstandings among all involved actors. Polish reality is a bit different than Dutch so it is better that NEMO is representative of a foreign organisation that wants to protect unique landscape and other values of the area. It can even give them more respect and authority among higher governmental authorities than identifying with society.

NEMO should also engage in supporting existing and already started projects, like the one of association 'Pod Kamienieckim Grzbietem' – 'On the track of history'. It is a good and valuable programme, thought thoroughly. It is very complex and includes several actions, from archaeological workshops, through creating the trail with information boards, editing folder and web site and finishing on educating local guides (so creating some job opportunities). As mentioned at the beginning the programme is worth supporting and can significantly and positively contribute not only to agri-tourism development but also to bettering the situation of local people.

The problem of NEMO is not always finishing once started actions. Other actors see it as annoying and disappointing. The situation was with wanderers' footpaths. They are worked out but no other actor saw the result. Although there are interested organisations, no information was given. In cooperation with others, NEMO could make a better use of it. Mr Józef Zaprucki (association 'Izery') declared help in preparing a map and Mr Adam Spolnik (Local authorities) wishes to have it on the web site. It can be a strong point of promotion (with possibility of printing they can be very useful for tourists, especially hiking ones).

To sum up the strategy for NEMO, it is good to say that it should be careful with engaging in too many actions at one time³⁹. It does not have enough human resources and coordinating people are far from Stara Kamienica. The chairman is a man-idea, he is very creative person but lacks in consequence in implementing and finishing his projects. It is good to focus only on few, do them thoroughly and finish than to constantly searching for the new ones. Other option is to cease implementation to his subordinates so that he is free to create new ideas and projects.

³⁹ Sylwia Kaftańska 'Cultural misunderstandings between Polish and Dutch', chapter 5

Conclusions and recommendations

The main aim of the thesis was to define the role of key actors in community Stara Kamienica in creating conditions for sustainable development in rural tourism (chapter 7). Other objective was to prepare inventory of tourist attractions and potentials (chapter 4 and 5).

The Lower Silesia region where Stara Kamienica is situated is underdeveloped with a lot of poverty. Before the II World War it used to be one of the main tourist areas, but due to its “after-war” history, the situation changed. At present people stop farming, abandon their land etc. But there are also many positive trends. The Board of Stara Kamienica is focused on agri-tourism activities as the future of its development.

Stara Kamienica is also the place where NEMO, the Dutch organization of tourist and hikers found a suitable place for their activity. They wanted to engage in promoting and supporting sustainable development in the area, and this is the thing they actually do for last years. But they meet a lot of problems and barriers. Not only language and cultural but juridical as well. At present they also lack a tool that could be a good marketing tool to promote the region (although works are all the time in progress) and do not have a suitable PR strategy for Polish reality.

This thesis tried to find a solution for existing problems of NEMO and other key actors defined in chapter 6. It can be useful for different target groups. The main target group interested in results is NEMO. The other interested groups are those, defined as the main actors of development process in the area, so community board and village organisations.

The process of creating strategy was made in two steps. First was to prepare the inventory of tourist attraction, potentials and conditions (chapter 4 and 5). The second was to prepare analysis basing on 4 participatory techniques (chapter 6): problem identification, actor identification, actors’ objectives and SWOT analysis. The last part was creating strategy for all key actors (so NEMO, Local authorities, Association ‘Kopaniec’, Association ‘Pod Kamienieckim Grzbietem’, Association ‘Nasz Barcinek’, Association ‘Izery’, Society of Friends of Wojcieszycze).

To sum up, the recommendations are as follows, in order of importance:

1. The coherent and common vision of the community as a tourist destination should be created (document prepared by Local Authorities with the use of participatory techniques allowing representatives of village organisations, owners of agri-tourism farms and other interested take part in preparing it)
2. Village associations described in chapter 6.2. as key actors should keep realising projects they are engaged in at present (chapter 6.3. and 7.2.) and prepare programmes advised in chapter 7.2.
3. The work of community office should be improved by making clear division of tasks among workers. There should be separate person writing agri-tourism development projects and IT worker. The current situation slows the process and efficiency.
4. Relating to the technical infrastructure the first priority should be building water supply and sewerage systems. Without this there are no chance to win an outside investor or to encourage more people to organise agri-tourism accommodation and other attractions.

5. Council of Promotion of Tourism should prepare good (applicable) programme of agri-tourism promotion of the community. It should take place with use of participation of actors and other bodies mentioned already in point 1.
6. To provide the high standard of agri-tourism service and product it is necessary to ensure appropriate tourist infrastructure (mentioned in chapters 4.2., 7.1. and 7.2.). It should be initiated and financed by Local Authorities but the actors responsible for implementing are said to be NEMO and other village organisations.
7. A good, interesting and not yet spread in the area idea can be setting up a project for educational tourism by NEMO in cooperation with Local Authorities. It can be profitable for the area (research, projects) as well as for local people (providing accommodation, local products and 'after-work' attractions).
8. NEMO can use its knowledge and Dutch experience in promoting alternative ways of tourism like eco-tourism, agri-tourism or health tourism (and health care farming) as these are concepts not widely disseminated in Poland or even not known (like health care farming what is not at odds with the concept of sustainable development)

The results in form of recommended activities in community are summarised in the following table.

Table 5. Recommended actions that have to be made in community Stara Kamienica in the process of agri-tourism development

Action	Who is involved?	Who is responsible?
Creating coherent and common vision of the community as a tourist destination	All village organisations	Local Authorities
Keep realising started projects and programmes	Local Authorities NEMO	Village organisations
Clear division of work in the community office	Local Authorities	Local Authorities
Building water-supply and sewerage systems	Local Authorities	Local Authorities
Good programme of promotion	Council of Promotion of Tourism All village organisations	Local Authorities
Creating and recreating of tourist infrastructure	All village organisations NEMO	Local Authorities
Programme of educational tourism	Local Authorities	NEMO
Organising workshops and/or courses for local farmers about agri, eco and health tourism	Local Authorities All village organisations	NEMO

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