HAAGA-HELIA
University of Applied Sciences

Sustainable Tourism Management along the Camino de Santiago Pilgrimage Routes

Marina Kunaeva

Master's Thesis
Degree Programme in Tourism
March 2012

HAAGA-HELIA
University of Applied Sciences

Abstract

March 2012

Degree Programme in Tourism

Author Marina Kunaeva	**Group or year of entry** YMA09S
Title of report Sustainable Tourism Management along the Camino de Santiago Pilgrimage Routes	**Number of pages and appendices** 87 + 7
Supervisors Jarmo Ritalahti, Eva Holmberg	

Recently more and more attention has been paid to the concept of sustainable development in different industries. The tourism industry, not as any other sector of economy, is made up of different organizations intervened in tourism. The product that tourism offers is a composition of experiences that tourists get while being on holidays. This experience involves the use not only of manmade resources, but also natural heritage and participation of local community. Therefore, sustainable tourism development plays a special role in tourism management.

The growth in popularity of cultural tourism and travellers' demand for new undiscovered destinations put in danger of massification some important destinations. The Camino de Santiago pilgrimage routes are not an exception. Constant promotion of Jubilee years attracts a huge amount of pilgrims and tourists from all over the world. Despite of numerous programmes implemented by EU and Spanish autonomous communities related to sustainable development, current economic crisis and internal communication are obstacles to a proper tourism management on the ancient routes that belong to UNESCO's World Heritage Sites.

A mix-method approach was applied to explore challenges that management of the Camino de Santiago faces when implementing sustainable tourism strategies. During the study main stakeholders and their role to Camino de Santiago in Galicia region were identified. As a consequence of semi-structured interviews' and publications analysis the researcher discovers current issues related to environmental, economic, and socio-cultural aspects of sustainability and proposes which may be the main actors in management planning and how the planning should be done in practice. Perhaps there should be more community involvement?

Keywords
Sustainable tourism, tourism management, tourism planning, the Camino de Santiago, heritage tourism, pilgrimage, cultural tourism

Table of contents

1 Introduction 1
1.1 The research problem and aims 3
1.2 Research method and limitations 5
1.3 Thesis structure 6
2 Camino de Santiago 7
2.1 Pilgrimage, route-based tourism, and its management 7
2.2 The Camino de Santiago routes 9
2.3 The role of the Camino de Santiago in Galicia 14
2.4 Operational environment: services along the Camino de Santiago routes 16
3 Sustainable tourism management 20
3.1 The concept of sustainable development and management within it 21
3.2 Sustainable tourism and impacts of tourism 25
3.3 Stakeholders and their role in sustainable tourism 30
3.4 Definition and importance of policy and planning 35
3.5 Tourism management process 39
4 Research methods 44
4.1 Literature review and secondary data 44
4.2 Semi-structured interviews 46
4.3 Reliability and validity 49
5 Sustainable management of the Camino de Santiago 51
5.1 Sustainability issues along the Camino de Santiago routes 51
5.1.1 Historical development and present 52
5.1.2 Heritage site management and planning 53
5.1.3 The respond of local community, government, and pilgrims 56
5.2 Tourism impacts 58
5.2.1 Environmental impacts 58
5.2.2 Economic impacts 59
5.2.3 Socio-cultural impacts 60
5.3 Stakeholders and their roles in the Camino de Santiago 61
5.4 Levels of management 66

5.4.1 International 66
5.4.2 National 67
5.4.3 Regional 68
5.4.4 Local 68
5.5 Responsible and sustainable activities: principles and values 69
5.5.1 Regional sustainability planning 69
5.5.2 Values and principle of Xacobeo 2010 70
5.5.3 The summary of Xacobeo 2010 and post issues 74
6 Recommendations 76
7 Conclusions 80
References 82
Attachments 88
Attachment 1. Photos 88
Attachment 2. Photos 90
Attachment 3. Eco-Pilgrim's guide (Adega 2010) 91
Attachment 4. Interview questions 92
Attachment 5. Contacts 93

Figures and Tables

Figure 1. European routes of the Camino de Santiago 10
Figure 2. Pilgrims finishing the Camino 1985 - 2010 12
Figure 3. Ways to Santiago in Galicia region 15
Figure 4. Sustainability and capital stocks 22
Figure 5. Minimalist and comprehensive tourism ideal types 29
Figure 6. A framework of tourism management 32
Figure 7. Instruments for more sustainable tourism 36
Figure 8. The policy-making process in tourism 37
Figure 9. Tourism policy development process 43
Figure 10. Principles of Xacobeo 2010 71
Figure 11. Values of Xacobeo 2010 73

Table 1. Benefits and losses of tourism from environmental context 27
Table 2. Benefits and losses from socio-cultural perspective 28
Table 3. Benefits and losses from economic prospective 29
Table 4. Interviewees 48
Table 5. Environmental impacts of Camino de Santiago 59
Table 6. Economic impacts by Camino de Santiago 60
Table 7. Socio-cultural impacts by Camino de Santiago 61

1 Introduction

For the past few years there has been an extensive global growth in cultural tourism. Naturally, Spain, the country with one of the biggest historic and cultural backgrounds, was not an exception. In terms of cultural tourism Spain has a lot to offer, at the same time the development and attraction of tourist to rural areas make the economy of these regions more variable. The trend is seen in a way how the heritage of many Spanish towns is perceived and preserved (Troitiño & Troitiño 2010, 47).

Consequently, this change has a great impact on local population, culture, economy, and environment. Thanks to revival of the medieval Camino de Santiago routes and careful development of trail infrastructure (UNWTO 2004, 277) many northern Spanish towns have received a rise in their cultural prominence. As a consequence, some parts of the heritage, which previously were neglected, have turn out to be a great asset. Thus, the Camino de Santiago has become a source of economic growth in the regions of northern Spain. Nevertheless, the number of visitors is increasing each year through active promotion on national and international levels. The promotion is performed not only through traditional distribution channels, but also through social media, organization of special events, books, and even on wide cinema screens.

The sustainable development along with the climate change has also converted into an emerging issue. Although walking alone the Camino de Santiago is perceived as a very sustainable activity, at least at the level of individuals or small groups (UNWTO 2004, 274), there are still concerns on how to manage it in a way that it will not acquire shape of mass tourism. Development of tourism based on walking trials requires consideration of environmental and cultural impacts, logistics, and the needs and interests of tourists (UNWTO 2004, 274). "Tourism reputation as a resource-intensive industry raises ethical question about the responsibility of how the tourism industry and tourists interact with host communities and the natural environment" (Raj and Morpeth 2007, 5).

As mentioned earlier, the number of travellers taking pilgrimage routes is constantly growing along with motivation changes for carrying it out. In addition to people undertaking a religious pilgrimage, there are many travellers and hikers who walk the route for non-religious reasons, such as travel, sport, or simply the challenge as weeks of walking in a foreign land. For many modern "pilgrims" it serves as a retreat, as it is considered to be a spiritual adventure and getting away from habitual life. The main explanation for such increased demand is, of course, the promotion of colourful spectrum of tourism in Spain. There are different types of accommodation appearing along the way, some offer even Spa facilities. Another convenience is a taxi service for transporting backpacks. For extra pay pilgrims' belongings can be taken to the next point of destination. It means the Camino becomes more accessible in terms of comfort and facilities, and locals are able to benefit from that. At the same time a common trend is the preference of modern consumer for safety and guarantied experience for the sake of authenticity.

In order to keep physical condition, environment, image, and identity of the Camino de Santiago sustainable, a consistent planning for its management is vital. Proper planning and management, therefore, is ineffective without involvement of all stakeholders that benefit from this activity. A variety of stakeholders include governmental organizations, service providers, community, visitors (pilgrims), non-governmental organizations and more. Yet, most research suggests a highly complex relationship between levels of economic development, tourism development and expected and perceived social, economic and environmental impacts by residents resulting from tourism (Frauman & Banks 2010, 128).

This paper describes sustainable development, planning, and management processes in theory, as well as illustrates practical case of the Camino de Santiago Route in northern Spain region of Galicia. Customarily sustainable development policies and guidelines are formed and communicated by public organizations. These policies and guidelines are framed in consideration with all parties involved (Castellani & Sala, 2008, 871), as well as overall situation in the country and abilities to perform set targets within certain time frame are reflected. The aim of such policies is to promote healthy way of treating resources available in order to ensure continuing and prosperous life of the area.

The year 2010 has been a Jubilee Year for the Camino de Santiago. Based on statistical information during 2010 the Pilgrim's office in Santiago (all routes in total) has received 272.703 pilgrims. Of those pilgrims, 120.882 (44,33%) were women and 151.819 (55,67%) men. 238.103 (87,31%) pilgrims arrived on foot, 33.329 (12,22%) by bicycle, 1.232 (0,45%) on horseback, and 37 (0,01%) pilgrims on wheel-chair. (Pilgrims' Office 2011.) The government of Galicia in cooperation with tourism board has set principles and values for 2010, which would be accessible for all stakeholders. These principle and values involve promotion of the Camino itself and serve as a message, promoting sustainable development for general public.

It is assumed that not all people know what sustainable development really is. In this sense it is quite important to communicate the concept and how it is practically used. As mentioned earlier, creating principles and guidelines understandable for all stakeholders involved is one of prerequisites to success. Nevertheless, it is clear that public sector may meet challenges in implementing the plan.

The personal motivation of the researcher for the topic was huge interest in relation between sustainable development and tourism. In respect to the Camino de Santiago route, inspiration to use pilgrimage as an example was own experience walking along the Camino for around 300 kilometres in June 2010. Walking the Camino is not only learning about oneself, but also about others. Thus, it is one way of creating awareness how to value different resources. Consequently, it helps to realize and develop more careful attitude towards environment, respect for culture and heritage, and appreciation of local community.

1.1 The research problem and aims

In comparison to any other type of tourism, pilgrimage tourism is perceived as a very sustainable activity (Tresserras J. 2007). Firstly, its method of movement has a low footprint on the environment. Secondly, it stimulates to support local community from economical and social point of view, and thirdly, it worships and appreciates culture.

However, there are some pitfalls hiding behind the curtain of eco-friendly image. The major drawback is a large number of stakeholders.

The government of Galicia in cooperation with other Spanish regions extensively promotes the Camino de Santiago route in order to attract more tourists. At the same time government promotes sustainable tourism in cooperation with different stakeholders. On one hand there is constant growth in number of pilgrims, on the other, educating community and consumers.

One of the difficulties, however, is how to identify the consumer and information channels to communicate and increase awareness when it comes to sustainability. Besides, such education should not be in a form of obligation, in contrary, it should feel as a right thing to do for everyone and be encouraging. Some organizations in Spain already contribute to that. For instance, public transportation company ALSA has a big campaign promoting bus transportation from pilgrim's place of origin in Spain to any starting point of the Camino. Non-governmental organization in Galicia called ADEGA has issued a guide called 'Become an Eco-pilgrim' with a purpose to encourage pilgrims to act friendlier towards the environment. Municipalities of many little towns along the way financially support local people to create small businesses (accommodation facilities, cafes, place of rest) for pilgrims. The list of such activities can be endless. Nevertheless, there is evidence of a fact that public sector has some challenges in implementing values and delegating the responsibilities among stakeholders in order to minimize negative impacts of pilgrimage tourism. As activity tourism has socio-cultural, economic, as well as environmental impacts, which have to be taken into consideration when tourism is developed at a destination. Several Galician publications mentioned that some stakeholders argue that the intent of public sector is to achieve mainly economic benefits from tourism. As mentioned above the Camino de Santiago phenomenon is very important for Spain and especially for Galicia region. The importance stands in its historical background. It is a national heritage for the country and its people, and mostly serves as final abode for thousands of Pilgrims.

The overall aim of this study is to explore how the concept of sustainable tourism management is implemented along the Camino de Santiago routes today and should be

implemented in the future. Therefore, the researcher seeks to answer the question what are the main challenges in managing pilgrimage tourism?

Managing tourism in a sustainable manner is quite complicated task. Especially in times of economic crisis, when there is not enough financial resources for nuances such as social and environmental capital. This research is done in order to show once again the significance of the Camino de Santiago and to draw attention of stakeholders which are involved in its management. The results of the research must contribute to improvement in planning and management system used for Pilgrimage tourism.

In order to answer the questions the researcher will:

- Investigate already existing policies and guidelines for sustainable development along the Camino de Santiago route.
- Identify different stakeholders involved within public sector.
- Find out how the responsibilities are shared and perceived.

1.2 Research method and limitations

In order to build a pre-knowledge of the topic, the research starts with reviewing already existing literature on subjects, such as books, journals, and material published on official web pages. Based on this material the theoretical framework is formed as a ground for empirical study.

The empirical part of the research starts with analyzing qualitative data gained from collection of articles published at online newspapers regarding sustainability challenges faced along the route. Based on theoretical framework and data gained from articles questions for semi-structured interviews are composed. The interviews are carried out with representatives of public sector through collecting stories.

Since the sustainability concept in general covers many aspects as economic, socio-cultural, and environmental, that involves a wide range of stakeholders, the collection of all data is quite challenging. Hence, the main limitation is factual data. In addition

the spread of Camino de Santiago route is quite wide, thus, the research location is limited only to Galicia region.

1.3 Thesis structure

This work consists of theoretical and empirical parts. The first section of theoretical part tells about the concept of Sustainable tourism and planning. It describes the importance of stakeholders in decision-making process in depth. These concepts are literature based, and gathered from books and scientific articles published in recent years. The second section of theoretical part describes the Camino de Santiago phenomena from past years till today. The information was collected from historical books and official web pages related to the Camino de Santiago.

The empirical part of the study generally describes the present state of the Camino de Santiago, and, in particular, sustainable tourism management along its routes. It illustrates stakeholders that are involved in its management and consequently the decision-making process. The data used in this part of the thesis was collected from recent scientific articles published in electronic journals and official publications of governmental organizations.

The empirical part continues with description of methodology used in the research in order to find the answer for research questions. Later the data is analyzed and findings are presented followed by researcher's recommendations. The thesis finalizes with conclusions, where the researcher suggests further research.

2 Camino de Santiago

2.1 Pilgrimage, route-based tourism, and its management

Collins-Kreiner (2009, 153) identifies pilgrimage as one of the religious and cultural phenomena that is the most common to human society. It is an important feature of the world's major religions: Buddhism, Hinduism, Islam, Judaism, and Christianity. Collins-Kreiner (2009, 153) agrees with Barber (1993) and Vukoni'c (1996, 2002) that pilgrimages have powerful political, economic, social, and cultural implications, and are able to affect global trade and health. In addition, it is seen in some countries and cities as a primary asset for economical income.

According to Raj and Morpeth (2007, 4), and Collins-Kreiner (2009, 155), the phenomenon of tourism itself has unclear origin and is associated with religious pilgrimages. The example of it is the 'Grand Tour' or other movements of people from their place of residence to another destination. Ateljevic and Page (2009, 14) speculate that:

> Religious or Pilgrimage Tourism is one of the oldest forms of tourism, and it is still in the position of a strong growth. The aim of this form of tourism is spirituality and satisfying believers' need through providing a facility to exercise their worshipping.

Tourism involves travel however not all travel is tourism. Started as pilgrimage and education tool for elite, nowadays tourism has converted into global consumer product (Raj & Morpeth 2007, 5). Digance (2003, 146) compares today's mass tourism with medieval pilgrimage. The demand and supply side have contributed to a growing popularity of this type of tourism even nowadays (Digance 2003, 143). The most common motivators for pilgrimage travel are religion and spirituality. However, simply traveling to a sacred site does not make one a pilgrim (Leppäkari 2008, 611). Motivations for 'modern pilgrimage' are cultural attractions, where travellers seek more authentic experiences (Ateljevic & Page 2009, 14.) For instance, ancient pilgrimage routes of the Camino de Santiago have become part of EU's expanding cultural itineraries. (Raj & Morpeth 2007, 5.)

The change in traditional forms of pilgrimage destinations, with spread of spirituality as motivation, made cathedrals and churches evolve into tourist attractions and places of worship (Digance 2003, 143). Raj and Morpeth (2007, 9) refer to Wall and Mathieson's (2006) view that religion has been a powerful force that contributed people to travel for a longer time to religious sites. Today, many destinations are discovering that the natural and cultural heritage of trails can form the basis on which to develop tourism (UNWTO 2004, 274). Therefore, there is a concern if holy places are being developed for tourism? According to Murray and Graham (1997, 514) although the traditional goal of pilgrimage is seeking intercession of God, in fact, as is characteristic of all manifestation of knowledge, pilgrimage is a social construction and, inevitable, a cultural product. Consequently, it represents a resolution of conflicting ideals, both spiritual and profane. Digance (2003, 146) and Collins-Kreiner (2009, 157) also state that today mass tourists, pilgrims, and locals compete with each other for use of the resource base, such as transport infrastructure and packing space around shrines and cathedrals. Therefore, in some popular pilgrimage shrines, mass tourism development can cause a contest over usage and may limit access to the site.

Morpeth (2007, 153) defines the act of pilgrimage as 'a reminder of a slower form of travelling than currently undertaken in the world, with the emphasis on speed and immediacy of accessing destinations for pleasure'. The author refers to Booster (1961) in representing the fact of changing idea of travelling for the past centuries in terms of patens and experiences. Especially, author discusses methods that travellers use for getting to a destination. Using quick transportation he or she is losing the whole experience of travelling and is not more different from 'being a parcel', which is just sent to places. The same applies to experiences and authenticity 'when the traveller's risks are insurable he becomes a tourist'. The last alludes to the experience industry and the creation of attractions. Pilgrimage is somehow different from typical tourism in terms of authenticity of experience. One of the differences is self-identity from what means to be a tourist to what a tourist does. (Raj & Morpeth 2007, 7.) Murray and Graham (1997, 514) outline, route-based tourism emphasizes on experiences gained along the way. Indeed, the way itself and destination can be experienced separately. Meaning the route can be followed without arriving at its objective, in turn the destination can be attended without taking the route. Consequently, route-based

tourism operates on different spatial scales and in diverse cultural context. Eventually, a route to some extent depends on whichever cultural or economic product is available or fulfills representation of regional identity. Though, whatever the scale is, the aspect of itineraries is that there is a combination of cultural consumption with points of sale and are linked with absorbing into local traditions and history. (Murray & Graham 1997, 514.) According to Tresserras (2007, 2), cultural routes are considered as instruments to promote international cooperation, contributing to intercultural dialogue and generate development, especially through tourism. As mentioned earlier pilgrimage experience involves visiting contested sites. At some places there may be a contest for access by the local residents, visiting pilgrims and mass tourists. Consequently, an element of conflict may easily appear between those who own and those who manage it on their behalf or in some extent those who depend on it for their livelihood. Pilgrims may face difficulty in accessing their sacred sites and the quality of devotion could suffer because their needs are being sacrificed at the expense of the ubiquitous mass tourist. (Digance 2003, 144.)

According to Collins-Kreiner (2010, 154) before any planning the phenomena should be understood first, as well as the participants' characteristics and desires. Pilgrimage in many countries shapes the nature of economic activity and the design of the public space. Another issue is to find out what do pilgrims think themselves about their pilgrimage. Thus tourism planning should be integrated into regular planning with its own right for voice and contribution. (Collins-Kreiner 2010, 162.)

2.2 The Camino de Santiago routes

The Camino de Santiago, also known in English as The Way of St. James, is a collection of medieval pilgrimage routes, which cover all Europe. All these routes culminate at the Cathedral of Santiago de Compostela in north-western Spain (Turgalicia 2011). (Figure 1.)

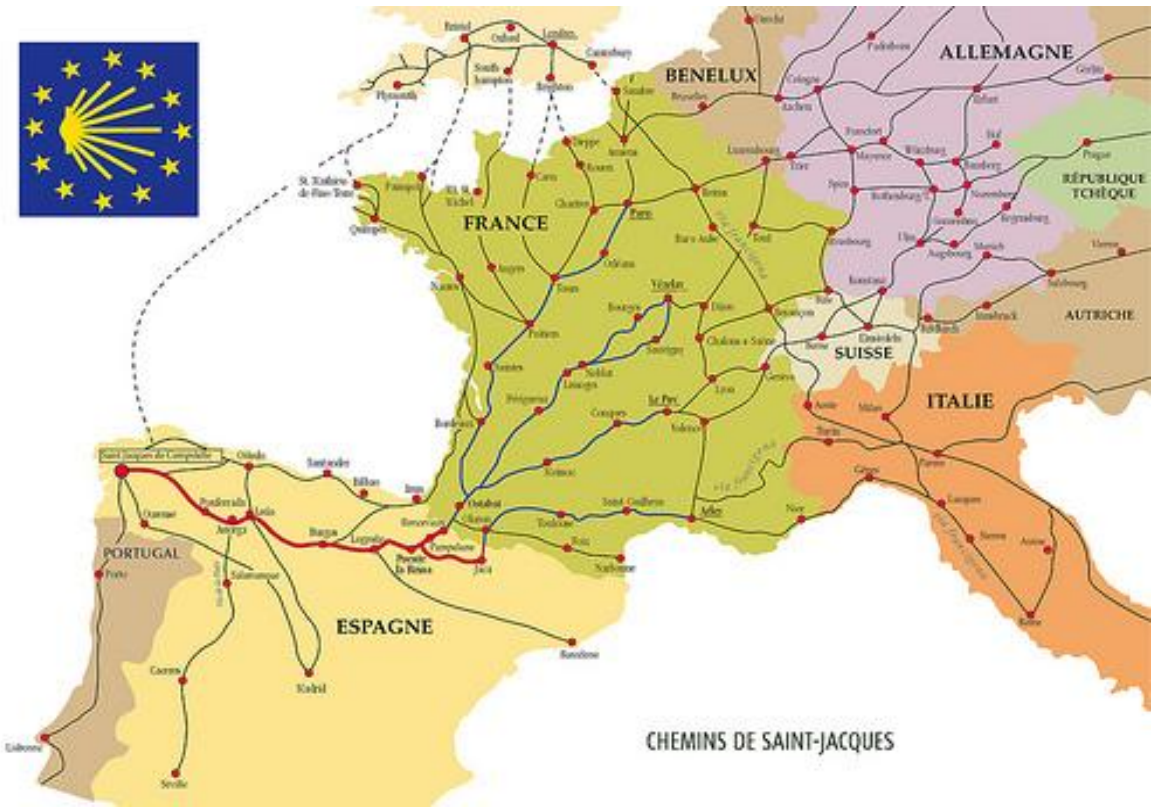


Figure 1. European routes of the Camino de Santiago

According to Pilgrims' Office (2011), the formation process of the Camino de Santiago began in the first half of the 10th century some years after the Apostle's Tomb was found in 829. One of the Twelve Apostles, James was the first Christian missionary to Iberia. For more than 1000 years pilgrims have been walking along the way (Murray & Graham 1997, 514). There are different starting points to the route through Europe. However, at least four of them lead to the main Camino route, which is called el Camino Frances. This part of the Camino de Santiago traditionally starts in St. Jean Pied de Port and finishes in Santiago de Compostela in 780 km, after travelling the breadth of Northern Spain in Santiago one can collect a Compostela (attachment 1, pic. A), the document certifying pilgrimage. It was one of the most important Christian pilgrimages during medieval times together with Via Francigena to Rome and the pilgrimage to Jerusalem. In ancient times about 500 000 pilgrims were arriving each year to Santiago (Murray & Graham 1997, 514). Morpeth refers to his earlier study together with Hunter-Jones (1996), Santiago de Compostela symbolized not only the re-emergence of Christianity in Spain but evolved established as a commercial and cultural link for societies in medieval Europe. The traditional route (el Camino

Frances) has 13 stages, which go through different regions and cultural centres. In contrast with other pilgrimage routes, which are staying away from population centres, the original Camino crosses 184 population centres including Ronscevalles, Pamplona, Estella, Logroño, Burgos, Leon, Astorga, Ponferrada and Villafranca del Bierzo. It is necessary to mention that in past centuries the main goal was pilgrimage itself, but with time and popularity of the French Way concluded into metamorphosis in the significance of the route as a form of tourist attraction. (Raj & Morpeth 2007, 157-158.)

Traditionally, the way began at one's home, however, nowadays it can be started anywhere and even continue past Santiago to the sea at Finisterre (attachment 1, pic. B). Finisterre was thought to be the end of the world in medieval times. In order to comply with tradition, pilgrims are required to walk at least 100 km or to ride at least 200 km by bike or horseback (Pilgrim's Office 2011). The way is marked with direction signs (attachment 1, pic. C, attachment 2, pic. B), which help pilgrims to follow el Camino. Murray and Graham (1997, 516) emphasize, nowadays Camino constitutes a much more definitive itinerary and is more clearly demarcated than in any time in the past. There are various multi-language guidebooks published that divide the Camino into stages, which define daily distances, the location of key attractions and the infrastructure of cheap accommodation that exist on the way (Murray & Graham 1997, 517).

The Spanish government in 1962 declared the "French Way" as a Historic and Artistic attraction of Spain. Officinal State Bulletin in July 24, 1964 for the first time mentions the interest of the Ministry of Information and Tourism providing value to the Way of Saint James as a tourist proposal to celebrate the Holy Year 1965 of Jacobean Year. In the next holy year 1971 the definitive implementation of Compostela was produced and, therefore, the characterization of the figure of pilgrim, as well as beginning of statistical count. These two elements imply a new organization of the phenomena, as it will require a minimal infrastructure and personnel to maintain these services. (Tresserras 2007, 2.) By the 1980s, only few pilgrims arrived to Santiago annually. Later on the route has attracted a growing number of modern-day pilgrims from around the world. The "French" route (el Camino Frances) was declared the first European

Cultural Route by the Council of Europe (Collins-Kreiner 2009, 154). It was also named one of UNESCO's World Heritage Sites in 1993. Morpeth (2007, 157) noted, the European Unions' interest in the cultural aspects of the route mirror the Spanish 'Framework Plan for the Competitiveness of Spanish Tourism'. This plan encourages the diversity in tourism products, which are maximizing social benefits while minimizing environmental impacts (Morpeth 2007).

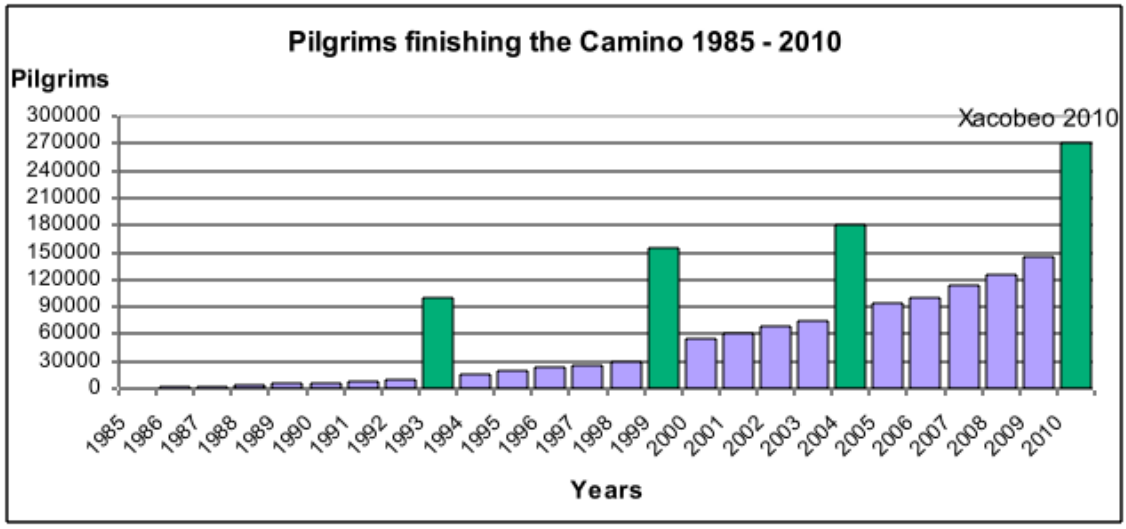


Figure 2. Pilgrims finishing the Camino 1985 - 2010

The growth in visitors has altered the way in which the architectural heritage is perceived and preserved, as what had been previously neglected and now seen as a valuable asset. Many autonomous regions crossed by el Camino, especially Galicia, invested in improvement of resources, infrastructure and in marketing campaign targeted pilgrims. Whenever St. James's day (25th of July) falls on a Sunday, the Cathedral declares a Holy or Jubilee Year (Xacobeo). The development of tourism on the Camino de Santiago began to take hold because of the Compostela Holy Year of 1993, which was under campaign "Xacobeo'93" launched by Government of Galicia that managed to create a great media impact (Tresserras 2007, 5). Depending on leap years, Holy Year occurs in 5, 6 and 11 year interval. The most recent were 1993, 1999, 2004, and 2010. The next will be 2021, 2027, and 2032. In Figure 2 one can see the number of pilgrims arriving to the cathedral at Santiago each year from 1985 to 2010 (holy years are marked in green) (Pilgrim's Office in Santiago de Compostela 2011).

Before the Camino a pilgrim is entitled to obtain a document called Credencial (attachment 1, pic. D), which can be purchased for a few Euros in Spanish tourist agency or at a local church, depending on the starting point. This document serves as a pass, which allows overnight in special accommodation called albergue or refuge (attachment 1, pic. F), the price of which ranges from voluntary donation to five-seven Euros (attachment 1, pic. E). Local parish, local council, private owners, or pilgrims' associations run accommodation. Occasionally, these shelters are located in monasteries. The Credencial is stamped in each town or village pilgrim passes (refuges, hostels, churches, bars, bakeries, and other localities). It provides walking pilgrims with a record where they ate or slept, but also serves as a proof to the Pilgrim's Office in Santiago (attachment 1, pic. G) that the journey is accomplished according to the official route. Consequently, a pilgrim may receive the Compostela, a certificate of completion of the pilgrimage (Pilgrim's Office 2011). The type of certificate differs depending on motive that has encouraged the pilgrimage. The dominant motives why people set out on pilgrimage are sacred reasons (Morpeth 2007, 158); however, other do exist - identity and personal growth, social relationships and their consequences for the visited community and environment (Hannan & Atelievic, 2008, 41).

The Pilgrim Office of Santiago awards more than 100,000 Compostelas a year to pilgrims from over 100 countries. On the arrival by the cathedral authorities record the motives and origins of pilgrims. Pilgrims are mainly independent travelers who make use of different support services and accommodation. (Morpeth 2007, 157.) As a culmination a Pilgrim's Mass is held in the Cathedral of Santiago de Compostela (attachment 1, pic. H), where countries of origin of Pilgrims are announced. (Pilgrim's Office 2011.) The construction of the cathedral has begun in 1075 and it is one of the most outstanding monuments in Europe, both as an artistic and symbolic. While visiting the cathedral, pilgrims typically fulfil a ritual by representing its honour to apostle Santiago and visiting the crypt where apostle's remains are conserved. The most outstanding ritual of a mass is the operation of botafumeiro (smoke expeller) which swings impressing the visitors (attachment 1, pic. I). (Xacobeo 2010.)

2.3 The role of the Camino de Santiago in Galicia

The Council of Europe proclaimed Santiago de Compostela the first European Cultural itinerary in 1987. According to UNESCO (2011) there are some 1800 buildings along the French Route, both religious and secular, have a great historic and cultural interest. As stated by Murray and Graham (1997, 516), modern Camino (The French Route) focuses on heritage tourism in Spain's four northern regions, Navarra, La Rioja, Castile y Léon and Galicia. The attraction has been included in government's strategic action plan in order to increase the number of visitors. The reason for that is, trail and walking routes are important part of tourism activities in both natural environments and urban and rural settings (UNWTO 2004, 274). As a result, for several decades the Camino de Santiago Route has been a target for increased cultural and sporting usage stimulated through EU and Spanish Government (Morpeth 2007, 153). According to Tresserras (2007, 3), the way of Santiago has become the flagship product for Galicia. Thanks to it the organizations such as Turgalicia, Management of Xacobeo and Consortium of city of Santiago and other were initiated under presidency of Galicia's Government. The pilgrims became a ready market for local suppliers of food (attachment 2, pic. C), accommodation and souvenirs along the way (UNWTO 2004, 274). The investments in the city of Santiago de Compostela, as well as the Camino de Santiago routes are constantly growing. The growth is especially seen from increase in different types of accommodation. As a matter of fact, most of the many villages along the Camino were originally established to serve the medieval pilgrims on their way to Santiago (UNWTO 2004, 277). Tourism has been incorporated into regional development strategies, regional governments provide tourist advice through a network of information offices, which complement additional facilities funded by local authorities and Chamber of Commerce (Murray & Graham 1997, 516).

As it was mentioned earlier all Camino de Santiago routes culminate in Santiago de Compostela, on the picture concentration of all routes along Galicia as to Turgalicia 2010. (Figure 3.) According to Xacobeo 2010 plan, since the middle ages pilgrimages have brought knowledge, reflection, dialogue, innovation, progress and cultural diversity to Galicia. Travellers during their pilgrimage walk many kilometres a day, sometimes for several weeks, experiencing and absorbing Spanish culture, are looking

forward to see the city of their final destination and enter the Cathedral. Hence, they have very high expectations. Scheer (Raj & Morpeth 2007, 163) describes the phenomenon of symbolic transformation of genuine local and regional resources into tourism-recreation products. This is also seen as tendency to improve regional and cultural traditions and identities. The author also emphasizes the rising interest in cultural heritage becoming increasingly important for regional and local socio-cultural resources. The advantage for the whole region in fact is the assumption that the experiences obtained along the way are as important as the destination (Murray & Graham 1997, 514).

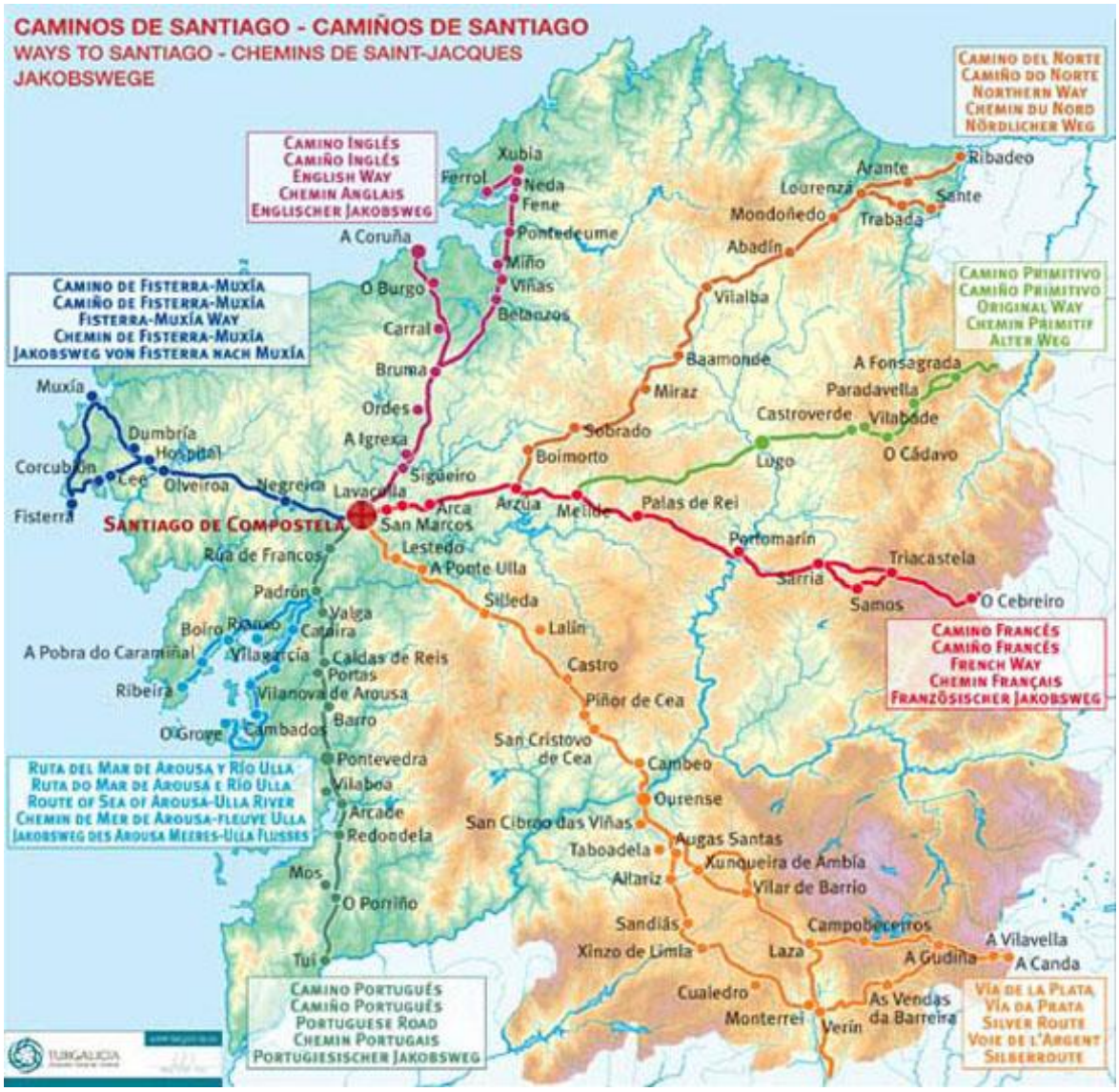


Figure 3. Ways to Santiago in Galicia region

Thus, the Camino de Santiago phenomenon is very impotent for Galicia. It cultivates economical benefits, leads to socio-cultural development and makes people more aware of the environmental protection. The examples presented below prove this statement.

According to article published in the web version of newspaper La Opinion Coruña (Burón, 2009), the whole plan for Xacobeo should bring the economical benefits to the whole region. Likewise Tresserras (2007, 6) comments, from economical point of view promotion of the Camino de Santiago has created the commercialization at the destination and along the routes. The idea of the cultural project dedicated to the Camino de Santiago Holy Year celebration thought was to decentralize and delocalize it in order to achieve greater economic impact in Galicia and make the region attractive for visitors not only during the summer, but also throughout the whole year. Thus, as Tresserras (2007, 6) states, there has been a lot of speculation about touristification of routes, especially during the summer. For instance, in relevance to province of La Coruña (in the north of Galicia), the Camino Inglés (English Way) was promoted in order to relieve the most visited the Camino Frances. For this purpose different musical and cultural festivals were organized. In addition, it was stated in the article, the director of Xacobeo Plan sees tourism in close relation to sustainability as a great opportunity for development of Galicia. (Burón, 2009.) According to Xacobeo publications (2010), the Camino de Santiago is experiencing a new international reborn that combines its traditional socio-cultural and spiritual value with its ability as tourist attraction and as a renovated open place where all types of people are cultures are met.

2.4 Operational environment: services along the Camino de Santiago routes

According to Tresserras (2007, 10), public and private investments have helped to offer accommodation facilities of different categories, the supply varies from traditional refuges to a network of rural houses, and even luxury spa resorts can be met along the way. One of unique characteristics of the way is a network of shelters and hospitals. The last comes from term "hospitality". These are offered to the disposal of pilgrims by religious institutions, public and private organizations, and maintained by contribution from visitors and volunteers' work from non-profit organizations. This type of accommodation only reserved for those making the journey on foot, by bicycle

or on horseback. Reservation in advance is not possible and beds are filled as travellers arrive. During peak season community provides additional accommodation by organizing shelter on sports' fields in some villages. To be able to comply for such accommodation, which average price is 6 Euros, one should carry Credencial. Most of shelters provide sheets, equipped with showers and toilets. According to information published by Xacobeo (2010) the fee for public refuges came in use since 2008. Pilgrim is allowed to stay in those only for one night. The exception is refuges of Monte de Gozo and San Lazaro, which are located in Santiago de Compostela. Pilgrims can lodge for three nights there. It is possible to access this accommodation from 13 to 22 o'clock, and one must leave before eight o'clock next morning to allow it's cleaning before next pilgrims arrive. According to Eroski Consumer total amount of shelters along the French Road in 2006 has accounted to 155 with total amount of 7553 beds. This figure includes 99 public and 56 private hostels targeted for pilgrims taking the Camino in traditional way. In order to travel from Roncesvalles to Santiago de Compostela (the French way) 900 Euros are needed to cover basic accommodation costs plus costs for food (Eroski Consumer 2011).

As it was mentioned earlier, a traditional shelter is not the only accommodation offered along the way. As per Tresserras (2007, 11), in recent years there has been established a supply of quality hotels. In addition to network of rural tourism establishments, there are hotels created in historical monuments and buildings (Xacobeo 2010). Some modern hostels are equipped with laundry machines.

Besides the accommodation services for pilgrims, there are numerous restaurants and bars where pilgrims may have a meal. The information of such establishments can be found in Pilgrim Walking Guides, in hostels, web pages, information points of the Camino, and are advertised along the way itself. Prices for meals are quite affordable for any pilgrim and it is often served as menu, a complete meal. It is also possible to buy food in small shops located in villages and cook at a hostel.

Another service mentioned earlier is a taxi for carrying pilgrims' luggage. There are older people, people with health problems, as well as handicaps that accomplish

pilgrimage. This kind of service is very useful for them and allows walk the Camino even one is not in a very good physical shape.

For those pilgrims that complete the Camino by bicycle, bike delivery service is offered. This service can be executed from place of pilgrims' origin to starting point or from Santiago. In addition there are bicycle-repairing services offered along the way.

There are tourism offices available for pilgrims that provide the Camino related information, such as directions, accommodation, and catering. Another services offered along the Camino de Santiago routes are shops with hiking equipment, pharmacies, supermarkets, aesthetics, museums, and medical services, basically anything that is also obtainable for local people.

Technological development has also taken an advantage of Camino. All information about stages and services along routes are now available on-line. Smart phone users may utilize special application on their phones instead of book guide or old-fashioned maps. Many establishments along the route have Wi-Fi available for free.

Taking into consideration that the main motivation and the reason for the Camino in general is religion, at a final destination of a stage there is always a church, monastery or a small shrine available for preying or just to visit, as well as historical monuments dedicated to Camino. It is necessary to mention that occasionally accommodation is located in monasteries (attachment 2, pic. A).

Almost all stages of the Camino de Santiago routes are signed with yellow arrows on trees, houses, and ground. In localities the direction if way is signed with shell that points the direction of the way sometimes marked with kilometres left until Santiago. As to transportation, there is an excellent network of busses and trains that offer their services to and from the Camino as well as between stages. In addition, low cost airlines offer cheap flights to towns located near routes.

In order to enhance tourist corridor of the Camino de Santiago a product club has been created. This club is managed jointly by Ministry of Tourism, Spanish Federation

of Municipalities and Provinces, public and administrative entities that encountered along the Camino routes. According to Tresserras (2007, 7), the product club leads an initiative the aim of which is to create certain quality standards that each business or tourism service should adapt. The quality of destination is measured by an integrated system that proposes objectives and targets. Organizations that join the project are honoured with special mark showing its commitment to quality in order to serve as reference for tourists when selecting, for instance, accommodation. This would help pilgrim to know which level of service quality to expect.

The companies that are present in this initiative are mainly hostels, bars, cafes, camping areas, cottages, apartments, hotels, tourist information offices, museums, entertainment establishments. Other businesses are also encouraged to get involved and they are car rental companies, artisans, taxis, travel agencies, protected natural areas, and conference centres. A special guide is issued including contact details and location of those who following quality standards.

One of the biggest parts of operational environment is stakeholders, who are the people and organizations likely to be affected. Thus, the identification of major players is essential. (Allen et al. 2011, 126.)

3 Sustainable Tourism Management

The concept of sustainable development is not new, its first reference goes back to sixteenth century when Hans Carl von Carlowitz, a German tax accountant and mining administrator, has used it to describe the handling of forestry in 1713 (Grober 2007). Nevertheless, the concept was not practiced until the end of twentieth century when people realized that the natural resources, as well as cultural identity are not endless. The sustainable development approach was initially proposed in the International Union for Conservation of Nature (IUCN's) World conservation strategy (IUCN, 1980; Sharpley 2009). As a consequence, Brundtland Commission (World Commission on Environment and Development) was established in 1983 under the supervision of United Nations. With commission's help it has been recognized that irrational use of natural resources and human environment may lead to irreversible effects if certain actions will not take place. The main report of the commission "Our Common Future" (1987) identifies term of sustainable development as the development that "...meets the needs of the present without compromising the ability of future generations to meet their own needs." By the end of 1980's the 'alternative tourism' school was firmly established, as were new concepts such as green, appropriate, low-impact, responsible and soft tourism (Sharpley 2009). According to Mason (2008, 244) the report has made a clear link between environment and development in terms of unsustainable use of resources. Although the concept was not specifically mentioned in the original Earth Summit, held in 1992 in Rio de Janeiro, it was addressed as a specific topic and served as a base in review of Agenda 21 in 1997 (Connell, Page, & Bentley 2008, 868). The main goal there was to promote sustainable development throughout the world with stress on local community involvement (Mason 2008, 244). In 2002, the World Summit on Sustainable Development included a submission on sustainable tourism in the Johannesburg Plan of Implementation, which identified the fact that uncontrolled tourism growth can undermine the basis for tourism (Connell et al. 2008, 868). Mason (2008, 244) argues, although the concept of sustainability has been on everyone's tongue, Brundtland Commission and Agenda 21 were not able to provide a unique definition, the meaning of which would be percept equally by any organization or physical entity. For this reason the term, in various cases, was and in some places is

perceived by people more as a trend rather than real issue and call for action. Therefore, the detailed concept of sustainable development and sustainable tourism is discussed in the next paragraphs.

3.1 The concept of sustainable development and management within it

According to Cooper, Fletcher, Fyall, Gilbert and Wanhill (2008, 215) the concept of sustainable development is quite broad as it requires integration of economic, environmental and socio-cultural components, its analytical framework usually uses ethics and the platforms of intra- and inter-generational equity as a tool for debate. Some authors see term Sustainability as a synonym to Corporate Social Responsibility (Castelo Branco & Lima Rodrigues 2007, 11). Sustainable development, in other worlds "wise use" or "sound planning", relays on the components mentioned above and is achievable only if their objective poses certain characteristics. These characteristics should be clear, unambitious, non-conflicting, measurable and achievable. The successful implementation of the concept depends on variety of stakeholders, industry and consumers in particular, as well as their understanding of social responsibility and long-term objectives. Since both industry and consumers are driven by short-term needs and objectives that work counter to the long-term goals of sound planning and sustainability. (Cooper et al. 2008, 216.) The proponents of sustainability are usually subdivided into two schools of thoughts: strong and full sustainable supporters and weak or partial supporters. In order to explain the differences between two and the concept of sustainability itself, four categories of capital of stock are used depending on the resources that are subject to depletion. These four categories are listed below and are shown in Figure 4 (Cooper et al. 2008, 217):

Human - the population, welfare, health, workforce, educational and skill base.
Physical - productive capital such as machinery, equipment, buildings.
Environmental - man-made and natural resources, biodiversity.
Socio-cultural - well-being, social cohesion, empowerment, equity, cultural heritage.

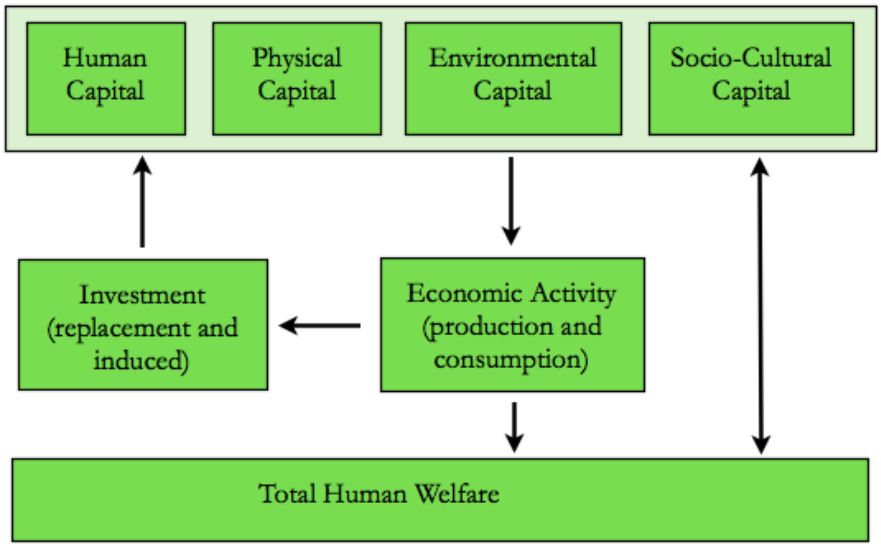


Figure 4. Sustainability and capital stocks

The idea behind is that at any point of time there is a given amount of each form of capital, which can be used for production that will be consumed or invested back into the capital stock. The author explains that the proponents of the strong sustainability school of thoughts would interpret it according to sustainable way each of these individual capitals of stock must be maintained for future generations. Meanwhile weak sustainability proponents would state that all four capitals of stock together should be maintained, however, it is possible to consume the amount of one stock in order to increase another. Each one of the stocks is open to investments, for example, it is possible to invest in education and health services in order to improve the quality of the population and workforce and this stock is increased over time through investment. The same applies to capital stock and environment stock. According to Cooper (2008), adopting the strong sustainability approach is challenging from the point of view of production, as it is not possible to increase one stock without depletion of another. For instance, if there is a need to improve living conditions by building a new apartment block it requires decreasing some environmental capital. This example demonstrates that if land or raw materials are used, there will be a reduction in certain capital of stock. Unless alternative land or raw materials can be recovered from elsewhere at some point there will be a shortage and the process cannot be sustained.

However, social capital may be enhanced at a local level, when bigger group of people is trying to make a change, and a more frequent contact with networks makes the

message more powerful. Then it is easier to get a control of individuals in their behaviour by creating norms about the way people live and travel. (Miller, Rathaus, Scarles, Holmes and Tribe 2010, 631.)

Consequently, sustainable development can be a contradiction. In order to understand the idea behind it let's take a look at the meaning of two terms separately: sustain and develop (Bottrill 2010).

Sustain:

- to keep something going or alive
- to make something last in an appropriate or healthy way

Develop:

- to create something new
- to improve something
- to change something
- to reach a goal

From definitions above it is clearly seen that the meaning of verbs sustain and develop confront each other, as "Development is a complex notion because it refers to both a process and to a state" (Pearce 1989) in this sense, it is essential to take a look at the meaning of the verb to manage (Bottrill 2010).

Manage:

- to plan or organize
- to be responsible
- to lead
- to make decisions
- to use resources in a proper way
- to make the most of something

According to Page (2009, 27), the word 'management' is usually seen and used as an ambitions term. However, at a very general level the meaning reflects on how the

tourism should be managed as a growing activity at global, national and local levels in a way that tourism develops and is pursued in a sustainable and balanced manner. From this simple example it can be concluded that aims and objectives of sustainability can only be accomplished if a process is managed in an appropriate way. Accordingly, there are basic activities associated with management, as proposed at the same chapter of the book by Page (2009, 27) and are concerned with:

> *Planning*, in a way that goals are set out and the means of achieving the goals are recognized.
> *Organizing*, whereby the work functions are broken down into a series of tasks and linked to some form of structure. These tasks then have to be assigned to individuals.
> *Leading*, identification of a method of motivating and influencing staff so that they perform their tasks effectively. This is essential if organizational goals are to be achieved.
> *Controlling*, recognition of a method for information gathering about what has to be done.

As mentioned above, sustainable development involves participation of all stakeholders, which directly or indirectly relate to its management. Consequently, each activity discussed earlier involves decision-making by managers, businesses, tourist destinations or organizations in a way that it can be utilized to achieve the objectives and tasks associated with managing tourism.

Within an organization dealing with the tourism sector (e.g. travel agents, airlines, tour operators and associated businesses), resources are used (e.g. employees, finance, capital, technology, equipment and knowledge) in order to provide an output, which in case of tourism is a product or experience, or service consumed by the tourist. This output is achieved through the management of recourses. (Page 2009, 29.) The view on sustainable development from tourism perspective is discussed in the next section.

"The realization of research and analysis in the sustainability literature can be classified under the themes of establishing frameworks, providing reporting standards, developing indicators, constructing codes of practice and identifying pathways and processes to foster sustainability" (Hannam & Atelievic 2008, 44). Do sociality and environment consciousness cause core competence and ensure a firm sustainability?

Therefore, sustainable tourism concept and impacts of tourism described in subchapter 3.2 will make it clearer.

3.2 Sustainable tourism and impacts of tourism

According to Mason (2008, 245), the view on sustainable tourism is also very different. It is based on the fact that originally not all three dimensions were taken into perception of its meaning. Consequently, there was misunderstanding on how the concept should be practiced.

According to Word Tourism Organization (WTO, 2004) the idea of sustainable tourism goes hand in hand with sustainable development and serves to:

1. Make optimal use of **environmental** resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
2. Respect the **socio-cultural** authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
3. Ensure viable, long-term **economic** operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

In addition to that, sustainable tourism development requires deep involvement of all relevant interest groups (stakeholders), as well as strong political leadership to guarantee wide participation and consensus building. The way of achieving sustainable tourism is a long continuous process, where the impacts are monitored, measured and prevented. At the same time the high level of tourist satisfaction should be maintained and ensure meaningful experience for tourists, raising their awareness about sustainability issues and promotion sustainable tourism practices. (UNWTO, 2004)

The current trends that have an effect on tourism are changing climate, resource availability and ecosystem quality, increasing globalization and wealth gaps, changing population, demographics and technology (Whistler, 2007). Consequently, tourism,

while providing opportunities for recovering heritage and the functional revitalization of historic places, also generates a large number of negative effects in social, functional, environmental, and landscape terms (Troitiño & Troitiño 2010, 47). It has an effect not only on the environment, but also on socio-economic structure of a destination. Choi and Sirakaya (2005, 1274) argue:

> Because of its ability to create income, taxes, hard currency and jobs, tourism has made a significant contribution to the economics of many communities around the world. However, although tourism has brought economic benefits, it has significantly contributed to environmental degradation, negative social and cultural impacts and habitat fragmentation.

Page (2009, 475) justifies, one of the major difficulties in assessing tourism impacts is the establishment of a baseline against which the existing and future changes stimulated by tourism can be measured. Usually, it is hard to isolate tourism from other economic activities. As tourism has an effect on both build and physical environments it is almost impossible to estimate precisely the degree of impacts. Naturally, impacts also differ on seasonality and geography of tourism. From community point of view, for instance, the impacts are economic, including such elements as tax revenue, personal income and increased jobs; socio-cultural, referring to aspects such as community spirit, chance to meet new people and crime rates; and environmental, including litter, noise, wildlife and erosion (Frauman & Banks 2010, 129).

In order to compose a clearer picture about the impacts that tourism industry has, let us take a look at benefits and losses, which are discussed from environmental, socio-cultural, and economic contexts. As stated by Edgell et al. (2008, 14), understanding of positive and negative impacts will lead to practical sustainable tourism development. Therefore, education to increase knowledge of the benefits of tourism has helps to improve overall support (Frauman & Banks 2010, 129).

Environmental context

Tourism seldom takes place in isolation, as it requires extensive use of scarce resources, such as land, water, labour, energy, and waste assimilation capacity (Tao &

Wall 2009, 90). According to Page (2009, 492), to foster a beneficial relationship between tourism and the environment it requires public sector involvement to plan and manage each element. As well as taking care of sustainable use of natural resources. As discussed during the lecture by Chris Bottrill on Sustainability and Tourism on October 28, 2010 benefits and losses are presented in Table 1 (Bottrill 2010).

Table 1. Benefits and losses of tourism from environmental context

Benefits:	**Losses:**
- Conservation and protection of natural areas - Increase local environmental awareness - Avoiding poor landscape design - Avoiding disturbance of wildlife - Environmentally suitable land use and site planning - Plan for environmental hazards such as erosion, land slippage, damage from high waves, flooding, and earthquakes - Prohibition of certain activities in special areas - Support of environmental agencies	- Unsustainable use of resources - Dependence on natural resources - Management of visitor flows - Construction and development - Aesthetic impacts on natural landscapes - Difficulties in control of water usage, waste management, air pollution and noise

Socio-cultural context

Tourism can be a source of conflicts between visitors and host communities at destinations where its development leads to actual impacts. The attitude of residents towards tourism has a direct influence on policy and public support for or against tourism. Therefore, it is a function of interaction between these two groups of stakeholders (hosts and visitors) and they are dependent upon: the nature of differences between them, the ration of visitors to residents, the distribution and

visibility of tourists, the intensity of development, the volume of foreign investment and employment. (Page 2009, 490.) Collins-Kreiner (2010, 161) argues, meanwhile a lot of attention has been paid in literature to local community; the effect of tourism on visitors has not been emphasized a lot. In Collins-Kreiner's opinion different experiences of a visitor should be represented on a scale according to the effect in time and the strength of the experience. For example, to what extent the visitor was affected after his or her return home, regardless of motivation for his trip. (Table 2, Bottrill 2010.)

Table 2. Benefits and losses from socio-cultural perspective

Benefits:	**Losses:**
- Improvement of standard of living - Education and capacity building - Encouragement of cultural identity - Revitalization of cultural heritage - Cross-cultural exchange and understanding - Employment - Community building - Personal autonomy - Personal growth and development	- Commercialization and staged authenticity - Changes in occupational structure - Archaeological deterioration - Changes in cultural landscapes - Loss of special places - Crime and drugs, sex tourism, child labour - Changes in social values - Child labour - Overflow of tourists

Economic context

It is generally agreed that tourism development brings economic benefits in exchange for social and environmental impacts (Frauman & Banks 2010, 129). The economic impacts of tourism usually constitutes from accommodation, transport, attractions, travel agents, and the destination organization sector (Page 2009, 483). Digance (2003, 147) states, tourism is seen as a helpful source of revenue, for instance, for cathedral maintenance and repair. When tourism is introduced into a community, the essential

point is to make sure that it complements rather than substitutes existing activities (Tao & Wall 2009, 90). (Table 3, Bottrill 2010.)

Table 3. Benefits and losses from economic prospective

Benefits:	**Economic losses:**
- Employment and income (direct and indirect) - Multiplier effect in communities - Stimulation of local entrepreneurship - % of GDP = foreign exchange earnings - Tax income - Foreign investment - Improvement of infrastructure - Income maintenance and prevention of emigration	- Dependency on one particular form of activity - Income distribution - Increase of prices for locals - Driving up the cost of land and labour - Leakages of tourism expenditure - Demand influenced by external factors - Seasonality in the consumption and production leading to limited returns on investment

Mason (2008, 255) has outlined two prospects on tourism: "minimalist sustainable tourism" and "comprehensive sustainable tourism". Figure 5 below represents its similarities and differences (Mason 2008, 255). More about different interest groups, namely stakeholders, is discussed in the next section.

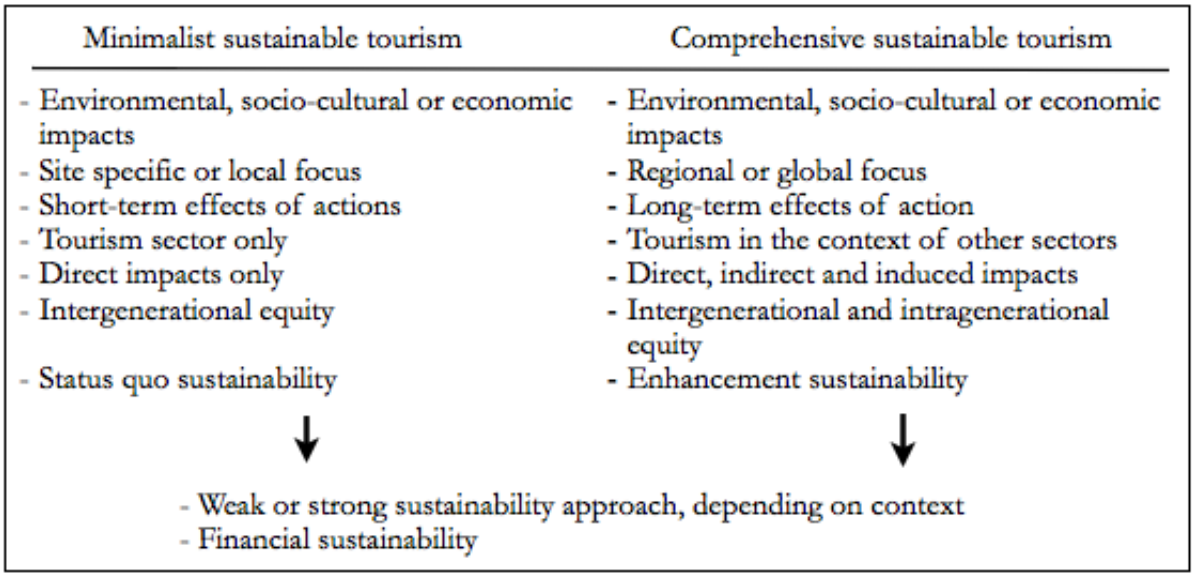


Figure 5. Minimalist and comprehensive tourism ideal types

Tao and Wall (2009, 90-91) argues, tourism is not the only user of resources and when it comes to sustainable development, the balance should be sought between tourism and other existing industries. Sustainability is linked to a position of learned optimism in that small efforts matter and make progress towards a goal (Hannam & Atelievic 2008, 42).

3.3 Stakeholders and their role in sustainable tourism

As discussed in paragraph 2.1, management plays essential role in sustainable planning. Leiper in his approach to the tourism sector (Page 2009, 28) shows that managing the broad phenomenon as tourism is a complex task, mainly because of its amount of stakeholders. As Frauman and Banks (2010, 129) argue, it is essential to study and examine the perceptions of individual stakeholder groups in order to better understand how these influence their support and satisfaction with ongoing development. According to UNWTO (2004, 29), key areas to consider include stakeholder analysis, stakeholder planning and stakeholder management. The tourism industry, not as any other sector of economy, is made up of different organizations intervened in tourism, including those which directly serve tourist needs and those indirectly involved allied industries, such as food suppliers, retailers and other service providers. From those organizations directly involved in tourism there are some that are in charge of encouraging and promoting tourism development and marketing. At the same time, the allied industries do not always see themselves as tourism related organizations. (Page 2009, 28.) The question here rises about the responsibility. As Leiper (Page 2009, 29) described, destination or area visited by tourists is not the sole responsibility of one certain business or group of businesses.

The entity that ensures that business objectives (e.g. profit, increasing tourism numbers and revenue) are balanced with local needs and stakeholder interests in relation to the resource base which tourism utilizes (i.e. natural resources, attractions, the infrastructure and overall environment). Therefore, the public sector is responsible for connecting, planning and managing these groups of interests. In addition, it is in charge to market and promote the destination.

Hence, without stakeholders understanding and support, sustainable development of tourism in a destination is nearly impossible. Planning and responsible management are both necessary to ensure fair and successful tourism development. (Frauman & Banks 2010, 129.) Miller et al. (2010, 627), in turn, argues *"*if tourism is to become part of a more sustainable lifestyle, changes are needed to the patterns of behaviour adopted by public*"*. Indeed, the research shows a lack of awareness of impact that tourism daily has and willingness to change current tourism behaviour is not very active (Miller et al. 2010). Environmentally aware consumers are more likely to make sustainable choices, but information alone does not necessary lead to increased awareness and increased awareness does not necessary lead to action (Miller et al. 2010, 629). However, small environmental actions create bigger environmental actions through awareness as a kind of snowball effect. Nevertheless, in order to increase demand for more sustainable products and choices, there is a need of experience. The problem is the understanding how individual action can make a significant difference. Miller et al. (2010, 630) refers to Lowe et al. (2005), where these phenomena described as 'bystander effect' whereby mass rejection of action is caused when people as a group are facing something that demands intervention. As an example, climate change challenges people's sense of moral responsibility to such an extent that they have to deny the problem exists. Especially when you know that there are more people that made the same decision as to fly to a destination or to stay at a hotel that does not have an environmental management system. (Miller et al. 2010, 631.)

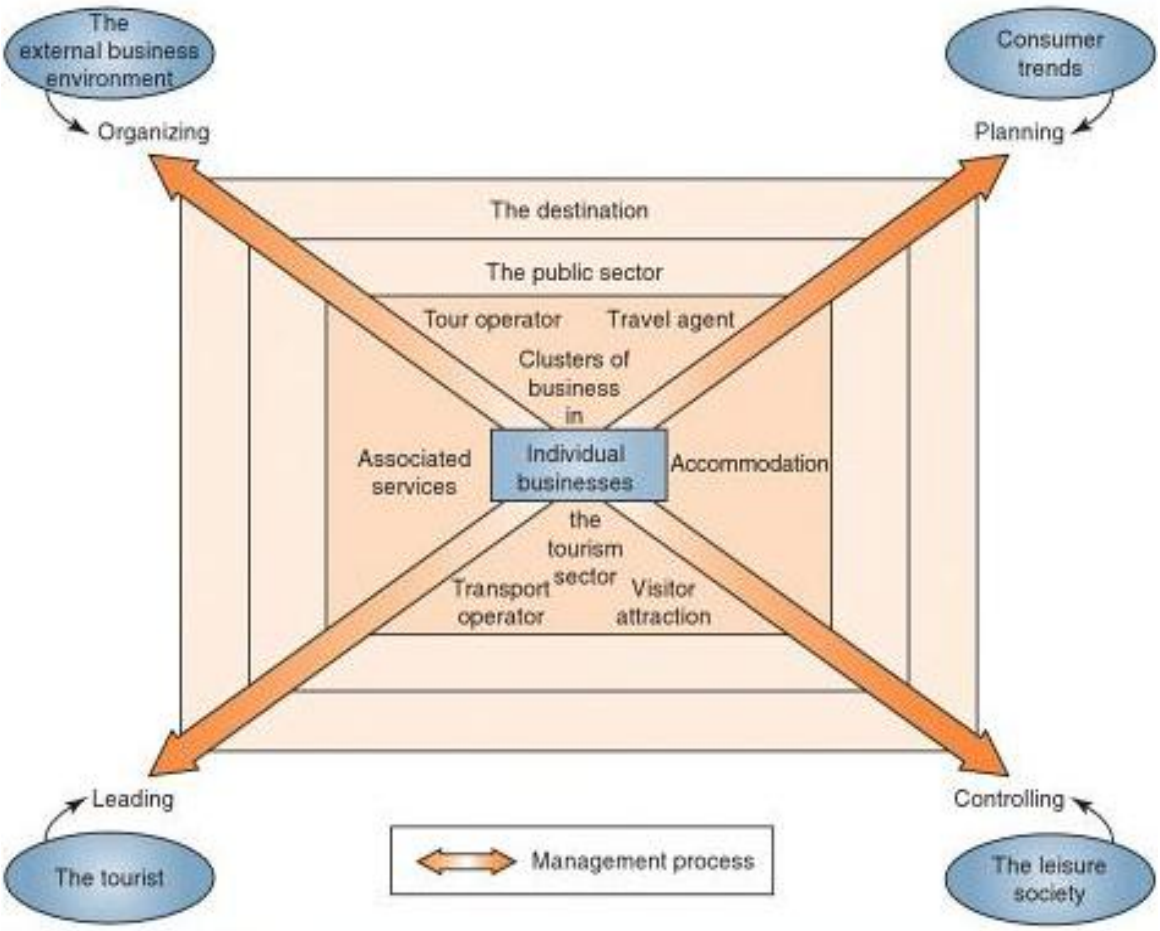


Figure 6. A framework of tourism management

Responsibility in terms of management can be examined on a number of levels. Page (2009, 30) proposes a framework (Figure 6) for tourism management as a multilayered process, in which the various organizations and stakeholders involved in tourism engagement at different levels through time. In addition to that, different tools exist for managing stakeholders. These tools should be used in combination, because, as UNWTO (2004, 29) suggest, the process of tourism planning involves a number of different stages. Such activities are participant observation, workshops, seminars, focus groups, structured and semi-structured interviews, committees, advisory panels, community surveys and questionnaires.

Tourism operates in a wider macro-economic environment and is a mix of different businesses and sectors beyond the level of the firm and that environment can be indirectly or directly managed, influenced and directed by government. In this sense benefits can only be accrued if these businesses are coordinated better to achieve

common goals by improving the quality of tourism (Page 2009, 420). In addition, Frauman and Banks (2010, 129) suggest, those who benefit from tourism are more likely to support its development and to view the expenses of tourism as less of a hardship that other residents do and so may favour its expansion at the cost of other stakeholder interests.

A lot of public sector involvement may lead to a dependency culture where tourism is protected from new market entries. Intersection of all stakeholders as public sector, private sector and universities/research institutions fosters innovation, stimulate new ideas and develop dynamic tourism industry. In its turn, the public sector as a lead partner should be able to stimulate cooperation of like-minded individuals within smaller communities, and it should be feasible to encourage innovation by pooling expertise and resources so that the opportunities for business development are shared. (Page 2009, 420, 421.)

Governments have a high interest in tourism on country level, firstly, because tourism is an environmentally damaging activity, if not controlled, can contribute to negative effects; secondly, it brings benefits to the economy and society through the concept of leverage. Meaning, by improving infrastructure and facilities to promote tourism, where well-being of local people is also improved. (Page 2009, 418.) Page refers (2009, 418) to *Guide for Local Authorities of Developing Sustainable Tourism* by UNWTO (1998, 29), which highlights benefits and effects of government involvement:

> Tourism requires that adequate infrastructure such as roads, water supply, electric power, waste management and telecommunications to be developed. This infrastructure can also be designed to serve local communities so that they receive the benefits of infrastructure improvements. Tourism development can help to pay for the cost of improved infrastructure. Tourism can provide new markets for local products ... and thereby stimulate other local economic sectors. Tourism stimulates development of new and improved retail, recreation and cultural facilities ..., which locals as well as tourists can use.

Comparing to heavy industry, the tourism business can be considered as low polluting, and according to UNWTO report mentioned above, it can contribute to

environmental improvements because tourists look for unpolluted places. Consequently, tourism can assist to promote and support conservation, regeneration and economic development, as well as enhance the quality of life of visitors and host communities (Connell, Page, and Bentley 2008, 867). On the other hand economic benefits of tourism are not always directed to improvement of local wealth and employment. Additionally, it can induce social and cultural change. (Page 2009, 418.) Therefore, one of the active roles of government and the reason for its intervention is related to strategic objectives aside from the development process. According to Jeffries (2001) suggested by Page (2009) the dimension of public sector management can be divided into two perspectives: strategic seasonal redistribution of tourists and strategic geographical redistribution of tourism. Author states that seasonal distribution of tourists is a major global issue, because it leads to uneven financial income of businesses located outside of urban areas. At some destinations organizations responsible for the promotion try to attract tourists by providing new products and attractions to the region. For example, using even-based approach, promoting sightseeing or tourism based on local products and services by means of distribution channels for such promotion. Thus, by extending the tourist season, and expanding the range of opportunities for low season visitation, public sector agencies state that they accelerate business activity and turnover that will lead to greater profitability, possible increasing employment and gaining a higher profile as a tourism region. In terms of strategic geographical redistribution of tourism, public sector tries to direct tourism to undeveloped regions to assist with regional development. (Page 2009, 428; Panyik, Costa & Rátz 2011, 1353.) Liu, Tzeng and Lee (2011, 2) suggest, in theory tourism policy is a public policy issue, thus involves the implementation of government policy for the benefit of the public. However, in the reality the role of the government in tourism has changed by transitioning from a public administration model to a model that emphasizes efficiency, return on investment, the role of the market and the role of stakeholders.

Nevertheless, stakeholder concerns should make up the list of management issues from which policy goals and objectives are developed. That means stakeholders can make a contribution to policy creating by sharing their ideas through facts and observations about current problems at a destination. This kind of challenges can be in

terms of security, comfort, environmental problems, and condition of a site. These types of concerns can be supplemented by background information gained from previous observations, evaluations, law or even through visitors' satisfaction surveys and observation feedback. Assigning a special advisory group can facilitate the development of policy goals and management objectives. (Pedersen 2002, 44-45.) Accordingly, collaboration is required and involves pooling of knowledge, expertise, capital, and other resources from various interest groups.

3.4 Definition and importance of policy and planning

Connell, Page, and Bentley (2008, 867) refer to Inskeep (1991) argue, there is a special relationship between tourism and the environment, this relationship is based on its high dependency on natural and cultural resources. Hence, it requires a balanced approach to planning to minimize the negative impacts tourism carry and maximize all associated benefits (Connell et al. 2008, 868). Planning for tourism tends to be a combination of economics, socio-cultural, political and environmental considerations, which reflect the diversity of factors influencing tourism development. The emergence of public and interest groups concern over the perceived negative effects of tourism has led to demand for improved planning with the aim to decrease such impacts. (Hall 2008, 14.) As Connell, Page, and Bentley (2008, 867) state, there is a growing acceptance of sustainable tourism development as an approach to tourism planning and is the basis for planning and managing current and future human activity. Therefore, tourism planning should be about creation of sustainable places (Hall 2008, 17). However, tourism, as multifaceted industry, is difficult to constrain and standardize within a coherent legislative framework or voluntary implementation of a code of ethics (Raj & Morpeth 2007, 6). Thus, despite these problems the concept continues to mature within tourism research and management (Connell, Page, and Bentley 2008, 867).

Hall (2008, 8) and Dror (1973, 330) have defined planning as '...the process of preparing a set of decisions for action in the future, directed at achieving goals by preferable means'. Consequently, goals and objectives give direction to site management and set an agenda for defining the experiences that will be offered to visitors, as well as for determining the limits of tourism development (Pedersen 2002,

41). Thus, policies for tourism planning should aim for a model of tourism based on diversity, quality and sustainability that can improve the competences of destinations (Blancas, González, Lozano-Oyola, & Pérez 2010, 484).

Richard Sharpley describes in his book 'Tourism Development and the Environment: Beyond Sustainability?' (2009), tourism policy and planning, from the global to the local level, and identifies instruments for more sustainable tourism based on (UNEP/UNWTO, 2005), these can be seen in Figure 7 (Sharpley 2009).

(1) Measuring instruments
(a) Sustainable indicators and monitoring: benchmarking
(b) Identifying the limits of tourism: carrying capacity, limits of acceptable change

(2) Command and control instruments
(a) Legislation, regulation and licensing
(b) Land use planning and development control

(3) Economic instruments
(a) Taxes and charges
(b) Financial incentives and agreements

(4) Voluntary instruments
(a) Guidelines and codes of conduct
(b) Auditing and reporting
(c) Voluntary certification
(d) Voluntary contribution

(5) Supporting instruments
(a) Infrastructure provision and management
(b) Capacity building
(c) Marketing and information services

Figure 7. Instruments for more sustainable tourism

According to Page (2009, 432), there is wide range of organizations and institutions involved in tourism policy-making. In the process of shaping a policy stakeholders negotiate with each other upon outcomes in order to achieve their own organization's needs. At the same time there are other interest groups, such as national tourism associations, environmental organizations, that seek to influence the decision-making. In this sense, policy influences tourism through (Page 2009, 431) the political nature of the policy-making process; the degree of public participation of the process; the sources of power in the tourism policy-making environment, and the choices and decisions; the perceptions of stakeholders as to the effectiveness of tourism polices.

Thus, tourism policy does not exist in vacuum because various agencies exist to implement it. Consequently, the implementation is a resolution of conflicts and attempt to meet the needs of stakeholders at the same time by meeting national or local tourism development needs. Figure 8 illustrates the ongoing nature of policy making. (Page 2009, 431, 432.)

Another institution that has a great influence on government tourism policy is the European Union. EU seeks to promote tourism as a free-trade activity in and between member states by trying to simplify and harmonize policies and procedures to facilitate the free movement of travellers. Although tourism policy is individual in each EU member states, EU constantly searches for measures for improvement of tourism quality.

Nevertheless, at the practical level, the implementation of public sector policies requires an understanding of how institutions plan, manage and use tools in tourism destination. Because principals and ideas shape planning, it is important in which context agencies involved in tourism do plan. Sustainability has a wide spread in tourism planning and is a common-sense approach to usage, consumption and management of resources tourism relies on. (Page 2009, 435.)

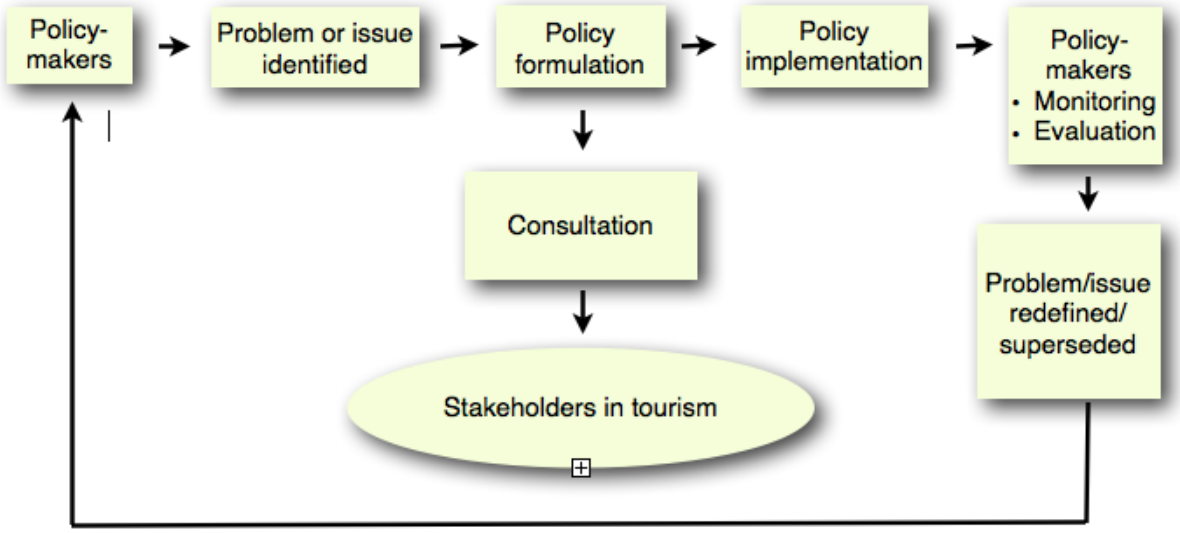


Figure 8. The policy-making process in tourism

The global growth of tourism has led to emergence of question about sustainability in tourism. The main problem brought by tourism to a destination is irrational use of natural resources. Hence, there is a challenge of balancing tourism demand and supply. Additionally, there is a challenge to identify future effects if the concept of sustainable development is not considered. Panyik, Costa and Rátz (2011, 1352) stress, community involvement in local policy making was offered as an alternative approach to rural development in the European Union and worldwide. According to their article the decisions should be taking as closely as possible to the citizens. However, Page (2009, 440) explains, if public sector would not be involved, the environment and resource base for tourism at destinations can be irreversibly damaged and those potential benefits of tourism may easily be lost. Each policy has a time limit, known as strategic dimension. Tourism planning has five- to ten-years time frame during which the effects and implications of policies and plans can be monitored and evaluated. Page with reference to Hall (2009, 440) argues, planning for tourism is lacking community, cohesion and strategic vision. In addition, the author emphasizes the sustainable tourism planning is one of the approaches, which implementation and management is problematic.

Castellani and Sala (2008, 871) discuss, the consultation with local stakeholders and their involvement in the definition of strategies for development facilitates to outline new perspectives about local situation and to make sure that all the priorities of different actors and their opinion about possible measures of actions are well-known and taken into account for the evaluation of scenarios and the definition of a strategy for local development. In that sense, Page (2009) notices, the effective management of tourism requires organizational structures, which include governmental agencies and private sector interest groups, local and regional government bodies, they are all involved in tourism planning process and tourism-related legislation and regulation. These bodies use the statutory planning framework such as planning acts, government ordinances and directives from central government, which in turn condition the parameters for planning. (Page 2009, 441.)

The act of measuring sustainability is quite challenging and, as mentioned by Castellani and Sala (2010, 871), the main difficulties are: the concept is not clearly defined; the

concept is not universal and depends on local environmental, socio-cultural and economic context; to define sustainable model of development is difficult to achieve and legal compliance is not enough for it. Furthermore, there is a need to find new methods for measuring and a need to evaluate temporal evolution of policies, by adopting instruments that facilitate decision makers to investigate the effects of the strategy adopted and to compare the situation before and after the implementation (Castellani & Sala 2010, 871).

3.5 Tourism management process

According to Vila, Costa, and Rovira (2010, 232), different approaches to tourism planning progressively incorporated the concept of strategic planning. The strategic planning process encourages a complete analysis of the competitive environment, in addition to the co-ordination and co-operation between stakeholders.

Tourism planning process consists of eight steps as suggested by Page (2009, 442):

1. Study preparation - identification of a certain entity that takes responsibility in plan or policy creation. In case there are several institutions creating a plan together, it is important to ensure that unified approach is used.
2. Determination of objectives - setting certain objectives to be met, in particular problem solving objectives.
3. Survey of all elements - collection of information from all existing tourism facilities and resources about tourism supply and demand, as well as the structure of the local tourist economy. Additionally, identification of stakeholders' interests in private and public sectors within the destination.
4. Analysis and synthesis of findings - formulation of a plan based on collected data including four techniques: asset evaluation, market analysis, planning of development and impact analysis.
5. Policy and plan formulation - development scenarios are established for tourism using previously organized data. This plan is thought of a draft development plan with tourism policy options. These policies should consist of three elements in order to meet different needs of stakeholders,

environmental protection, at the same time ensuring a return on investment.

6. Consideration of recommendations - evaluation and recommendations of a plan by organization's planning committee and general public, followed preparation of a final plan and its acceptance.
7. The implementation and monitoring of the tourism plan - depending on the density of development and priority of each article the plan is implemented and put into action usually in five years time frame. At the same time the plan is monitored and evaluated, and possible criticized. The planning entity assesses if the objectives set are being met.
8. The periodic review - after the plan has run its course its progress is reviewed together with identification of reasons of its failure or success. Usually the reasons are luck of resources, political infightings, inadequate transport and infrastructure provision, public opposition to tourism among residents, and a lack of investment by public sector business.

Since there is multiple interest groups involved in tourism that need to be coordinated by government, tourism policy often requires many objectives set in its strategy. This strategy represents what government aiming to achieve in broad terms in tourism, and identifies objectives and action points for other institutions. Based on action points vision and priorities are identified, together they compose a framework. (Page 2009, 443-444.) The framework helps to identify the role of tourism and non-tourism businesses in taking responsibility for implementing the framework. Each objective of framework is assigned with detailed set of actions together with the responsibility for execution. (Page 2009, 446.) Definitions of vision, priorities, objectives, and strategic actions are shown below (Bottrill 2010).

Vision - what must be achieved?
Priorities - the targets that will help achieve the vision.
Objectives - the building blocks for delivering targets.
Strategic actions - the steps towards objectives.

Basically, policy goals are broad statements that set out a vision of how a site will be managed on the basis of its environmental and social conditions. The aim of policies is to guide a variety of actions performed through tourism. Therefore a policy statement can unite stakeholders with different viewpoints and give direction to public and private tourism management. Pedersen (2002, 41) suggests, management objectives then set out in detail how a site will be managed. These describe desired conditions, reflecting what management wants to maintain and the experiences that a visitor would meet at a destination. For instance, if a policy goal is to provide local employment opportunities, then an objective is to encourage the use of local working force. Another example would be if a goal is to maintain a destination in respect and tranquillity manner, then objectives may be limiting visitation and noise levels. As have been mentioned before, objectives should be subject to evaluation, and, therefore, be specific, quantifiable, have time frame and be stated in clear language so they can be understood by all responsible for implementation parties. (Pedersen 2011, 41.)
For example, at the Camino de Santiago route the policy goal may be to make route accessible for disabled people, while a management objective could be to create such opportunity by providing facilities for disabled at public accommodations. In this case a quantifiable measure could be the number of people finishing the route on wheelchair.

As Edgell, Allen, Smith, and Swanson have mentioned in their book "Tourism Policy and Planning (2008), "Managing sustainable tourism depends on forward-looking policies and sound management philosophies that include a harmonious relationship among local communities, the private sector and governments regarding developmental practices to protect the natural, built and cultural environment while being compatible with economic growth." The purpose of Tourism Policy or strategy is to manage impacts that are generated by tourism. Another important issue in sustainable tourism planning is sustainable purchasing. This issue is emerged because this is a requirement by some stakeholders (Allen et al. 2011, 360).

According to Allen et al. (2011, 374), sustainable policy helps to focus on greening efforts of tourism production organizations. Thus, it is very useful to release this document for public, to have available for all stakeholders, including people in service.

A sustainability policy should include discussion on:

- the commitment of stakeholders and event itself to sustainability,
- the consultation process, training of staff and education of key stakeholders,
- the statement of objectives,
- and the key sustainability indicators the event's performance will be measured against.

Apart from mentioned above, it should include an overview on the key areas of energy use, transport, water and effluent management, resource consumption and waste management, and other impacts such as pollution, ecological, heritage and conservation. It should detail on how tourism activity will comply with targets, what auditing will be undertaken and how monitoring and review will happen. (Allen et al. 2011, 374.) Once again clearly stated policy goals and objectives provide direction in decision making and responding to change. Measuring initiatives within the context of policies and objectives may help management determine if they are within acceptable parameters. "If goals and objectives are based on stakeholder needs, and fall within the law and the World Heritage Convention, they can form a solid basis for management decision making". In addition, activities such as interpretation, promotion, carrying capacity control and monitoring all depend on the direction given by policy goals and objectives. (Pedersen 2002, 41.)

The important factor is taking into account the cultural authenticity and natural integrity of a site when developing tourism policy goals and objectives. Pedersen (2002, 42) states, if heritage becomes a commodity, then the sense of authenticity may fail. In practice, policy decisions are often influence by economic considerations.

Based on theoretical frameworks presented in this chapter, researcher will analyse overall sustainable management satiation along the Camino de Santiago routes in Galicia based on own framework that has been adapted from Edgell, Allen, Smith, and Swanson (2008, 21). The framework is presented below in Figure 9.

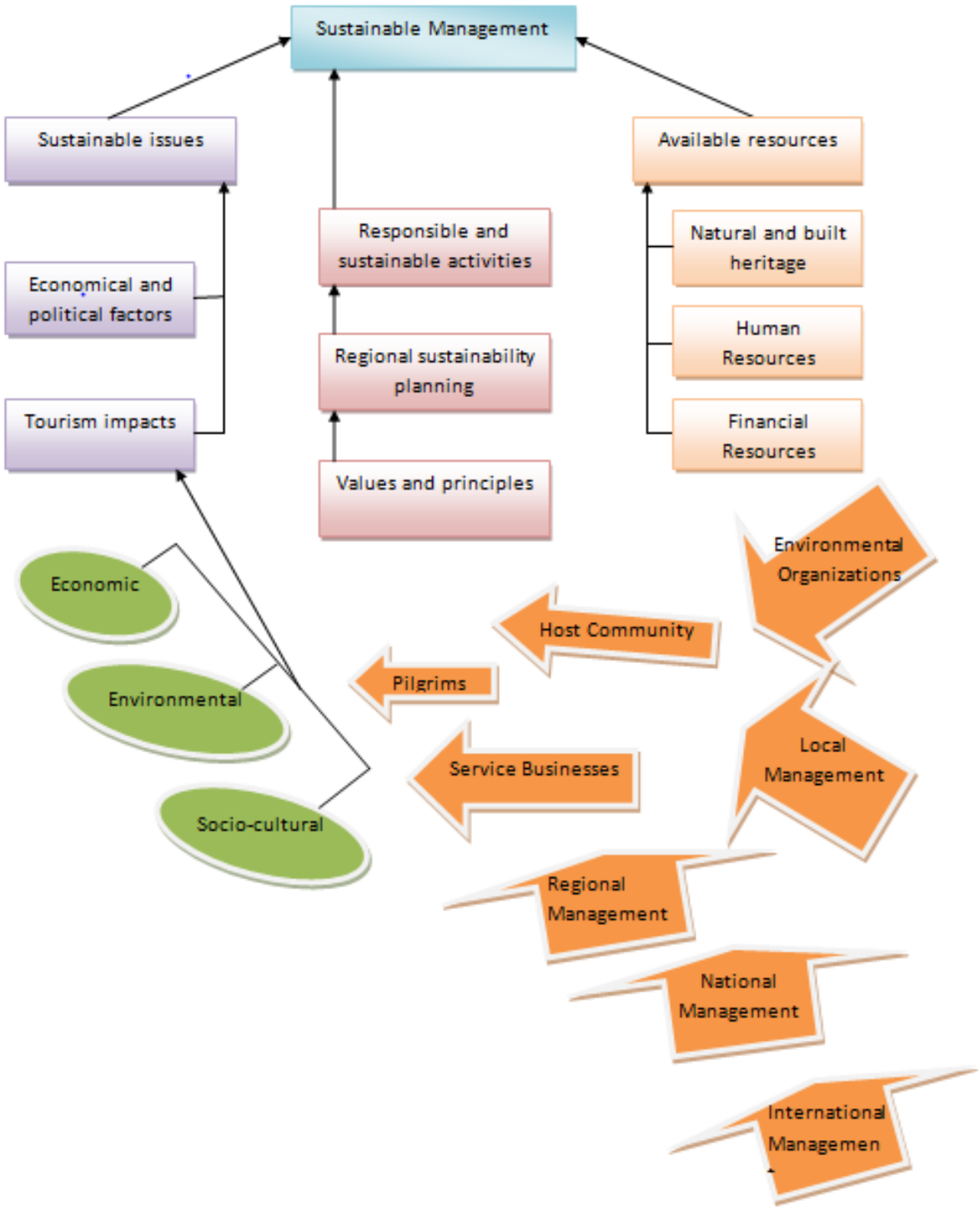


Figure 9. Tourism policy development process

4 Research methods

As described in Introduction section the research questions to be answered is:

What are the main challenges in managing pilgrimage tourism?

The nature of these questions shows us that the research should be concentrated on contemporary events. Thus, the case study method is preferred. Here secondary resources as well as direct observations and interviewing can be used for the investigation process. As Schell (1992) mentioned, the advantage of the case study is its ability to handle a full range of data as documentation, artefacts, interviews and observations.

Since little research has been done on this subject, this particular research is going through exploratory case study. The reason for that is the problem has not been clearly defined, the researcher does not have a control over the situation and the data is difficult to collect. The researcher is trying to understand how and why a specific decision has been made, and how and why a process works (Mayers 2009, 70 - 72). Therefore the goal is to provide an insight into a given situation.

This section describes sources of data that have been collected and analyzed, and looks into execution of the actual research.

4.1 Literature review and secondary data

It is well known exploratory research requires studying of secondary data, specifically reviewing available literature. This literature can be collected from official web pages, publications, articles, and other sources that are accessible for public use. Literature review has started in February 2011. The researcher used Google Alerts service with the key word "Camino de Santiago". Consequently links to freshly published articles on the Camino de Santiago have daily arrived to the investigator's mailbox. The investigator concentrated attention on articles, which were signalizing mainly criticism

related to the Camino de Santiago management. The reason why the researcher was concerted only on negative side of the story is because the general assumption is already positive and promoted as such. For instance, the Camino de Santiago as well as the city of Santiago de Compostela are widely known as heritage destinations, thus it is assumed they are treated in appropriate way.

Secondary data required for this particular research was found from Internet pages in order to identify stakeholders of the Camino de Santiago phenomenon. As the researcher was already familiar with the Camino before the investigation, most of stakeholders such as accommodation providers, service providers, tourism offices, associations, Cathedral of Santiago, and Pilgrim's office were already known. Therefore, the access to the general information about the nature of parties involved appeared to be easy to obtain. Information published on the official Internet page of Xestion Xacobeo linked the researcher to information about other stakeholders. For example Galician Government, some service providers, and ADEGA that has provided their best practice guide and has contributed the most with interviews.

Through personal connections the researcher was able to obtain contacts from CETUR (the investigation unit of University of Santiago de Compostela) and attained previous studies, for instance, studies about motives pilgrims have for taking the Camino, as well as some statistical data. Through Spanish Tourism Office located in Helsinki, Finland, the investigator received contact details of officials related to sustainable tourism development in Spain in Turespaña, as well as marketing department of the Management Society of the Xacobean Plan, which on request has sent to the researcher a memory book called "Memoria Xacobeo 2010" published by Galician Government. In addition the marketing department of Xacobeo has suggested Internet pages that describe accessibility of the Camino (an online guide that provides information for accessing the Camino routes for disabled people).

Ministry of the Environment and Sustainable Development has contributed to the research by providing publication material they create for public use for education on sustainability in Galician region.

4.2 Semi-structured interviews

The qualitative methods are the most suitable for deep investigation. Therefore, the semi-structured interview format has been used. This type of interview is not highly structured, but designed to obtain interviewee's ideas and opinions on the topic of interest by offering subject matter and questions for a discussion. An interviewer is then expected to ask follow up questions and probes to get in-depth information.

The initial aim was to obtain in-depth perceptions and views about the whole organization and management processes of the Camino de Santiago. In particular the researcher was looking for the success and failures of sustainability issues based on interviewees' experiences. A total of four semi-structured interviews were conducted in August and October, 2011, some months after the Jubilee year 2010. It is necessary to mentioned interviews were conducted in Spanish as it was more convenient for interviewees. In addition it helped to avoid language barrier in understanding and answering interview questions, which led to a natural conversation flow.

The original objective was to interview at least six to eight representatives of the Management Society of the Xacobean Plan. However, it was very difficult to reach them and to schedule face-to-face interview. The institution has been contacted several times, but failed to an open discussion. The contact dates and responses are recorded in attachment 5. The researcher also personally went to the office of Xestion Xacobeo in Santiago de Compostela on 19 of October 2011 spontaneously. However, since the meeting has not been scheduled, the interview with the general manager or with any other representative was not possible. Nevertheless, the interviewer had a short 20-minutes conversation with a clerk, who stated his responsibility is to know overly about all activities carried out by the organization. However, he was not familiar with the fact if Xestion Xacobeo is doing any activities related to sustainability on the Camino. In the beginning of November 2011 the interviewer received an e-mail from the secretary of the general manager of Xestion Xacobeo, telling that the general manager will discuss the issues related to interviewer's project. Eventually the interview did not happen although was scheduled for the middle of November 2011. In

February 2012 the researcher has contacted the authority again via e-mail, but did not receive any answer back.

Since during the summer 2011 there was no response from the organization of interest. It has been decided to contact other stakeholders related to the Camino. ADEGA, a non-profit organization, has immediately agreed to share their opinion and experiences related to the research subject. As a result two representatives have been interviewed in August 2011. Both interviews were completed remotely, due to relatively long distance and inability of the interviewer fly to Spain during that particular period of time.

The first dialogue was held with ex-president of ADEGA organization (2003-2009). Since 2009 until this moment this person is a member of the Association of Directors in topics related to transport and climate change with vowel right. The questions were asked via e-mail, because the interviewee needed a time to think over the subject and wanted to provide her detailed opinion and facts.

The second interview was conducted by telephone with a famous Galician writer, who is also a historical investigator and a member of directors of ADEGA. This person was suggested by the first interviewee. Hence, the selection has been done with snowball sampling. The sustainability issues along the Camino de Santiago are very close to his heart. The interview session was absorbing and very productive. It lasted for one hour, was recorded and transcribed, and followed-up with questions via e-mail.

Respondents were asked to discuss in details, their experiences and opinions. Open-ended questions were posed to reduce limits on opinions expressed and to facilitate discerning positive and negative attitudes. It has been mutually agreed with both interviewees they are open for further discussion if that would be required.

From the governmental level, one interview was conducted with the Director of Counsel for education from the Ministry of the Environment and Sustainable Development of Galicia. It has been done to obtain a general view of sustainability

situation and its organization in the region. The interviewer's goal was to find out about cooperation between Galician government and Xestion Xacobeo.

Although the meeting has not been scheduled in advance, the director has found one hour for open discussion. As with previous interviews, the respondent was asked open-ended questions, however this time meeting was held face-to-face. As director's broad expertise in sustainability issues covers not only the Camino de Santiago but also the whole Galician region, he was able to share numerous facts and provided his full opinion about the management of aspect of our interest. The respondent has shared a lot of material that has been published by their organization.

In order to enrich the results and enhance it with valuable facts, it has been decided to use one additional discussion with a representative of local community a hospitaliero (a person responsible for a hostel) from public hostel in Gontan, Galicia. He has a direct relation to Xestion Xacobeo, therefore, his opinion is considered to be important. In fact, the discussion took place already in June 2011 , when pre-research has been done. It was conducted via chat and lasted for half an hour. The interviewee was asked about his open opinion about Xestion Xacobeo activities, in particular related to sustainable development issues along the Camino. The original goal was to find out if organization that manages the Camino de Santiago posses Sustainability Policy Plan. (Table 4.)

Table 4. Interviewees

Organization	**Interviewee**	**Date and place**	**Length**
Public Albergue of Gontan	Hospitaliero	6.6.2011 & 14.6.2011 (facebook chat)	00:20:00 00:10:00
ADEGA	Ex-President, currently Associate	07.08.2011 (phone)	01:10:00
ADEGA	Associate	10.08.2011 (e-mail)	3 pages
Ministry of the Environment and Sustainable Development. Xunta de Galicia	Head of Education Service for Sustainability	19.10.2011 Ministry of the Environment and Sustainable Development office in Santiago de Compostela, Spain.	00:55:00

4.3 Reliability and validity

As we approach data analysis it is important to discuss the reliability and validity of this research. Reliability here means any significant result must be repeatable. Meaning if another researcher repeats the experiment under the same conditions it will provide the same results. However, if human judgment is involved the reliability of the research is compromised. The reason for that is the opinion may vary from person to person and can depend upon several circumstances, as time of the day, current mood or general situation. Therefore, such experiments are challenging to repeat and they are less reliable.

In case of our study the reliability is under a big question, because first of all no one from the main organization has been interviewed. Secondly, the whole concept of sustainability is tremendously difficult. As discussed in previous chapters, it involves various stakeholders that often do not share the same values. Means stakeholders tend to have mixed feelings about certain aspects of the subject. As mentioned above current mood may influence general perception.

Finally, the global crisis, especially economic crisis in Spain, naturally makes public authorities give priority to economic benefits of tourism, then socio-cultural capital because these two provide wealth to the area. Consequently this factor upsets environmental organizations or local community. And, perhaps, the lack of communication between these organizations influences overall perceptions.

However, interviewing representative of public sector who holds all facts regarding sustainability education in the region can be found truly reliable. As the level of management scope is much higher and the access to information is wider than general public has.

Yet, four interviews were conducted with significant stakeholders of the process, which has provided a good insight to the research. People interviewed had a good understanding about sustainable tourism concept. However, their opinion was pointed more on the region as a whole rather than concentrating on the Camino de Santiago.

Secondary data such as publications from official web pages is considered to have high reliability thus has a low level of concern.

Validity here means the research results are truthful and meet all of the requirements of the scientific research method. There are internal validity that measures logic and consistency of the research, and external validity that measures how well results can be generalized. Thus, it is essential to emphasize at this point the research has taken too long time and almost went to a wrong direction. The researcher has assumed the organization in question already has sustainability principles and guidelines in practice. In addition, the researcher believed the organization (Xacobeo) manages all internally, without subcontractors. Nevertheless, this research has given a good start up for a future research that could be more precise and narrowed to a specific aspect of the area, either about concrete location (a certain route) or, actually, doing action research.

Thus, it is important to point out that the results of secondary data were more valid for the given research.

5 Sustainable management of the Camino de Santiago

It is crucial to examine expectations of all stakeholders, and what forces acting on them are likely to affect their response to event such as the Camino de Santiago. The Camino de Santiago originally was generated not by the government or community but by pilgrims themselves. However, nowadays Camino is an object of attraction, which makes the host community its key stakeholder. (Allen et al. 2011, 126, 129.) Unfortunately, in some cases there could be a stumbling block in communication between interest groups. Digance (2003, 147) describes Lourdes as an example, where a conflict is inherent within the system due to involvement of different interests: pilgrims versus tourists, cleric versus secular commercialism, and organizers versus helpers. This section tells about sustainability issues along the Camino de Santiago routes based on interviews and publications, represents tourism impacts, describes stakeholders and its management level, it finalizes with the list of responsible and sustainable activities on the Camino.

5.1 Sustainability issues along the Camino de Santiago routes

Xerardo Estevez (2001, 223) states in the book 'Management of Historic Centres' edited by Robert Pickard, the pilgrimage route played a big role in the expansion of Santiago de Compostela, especially after it gained the name of the city in twelfth century. However, in the sixteenth century as a consequence of Reformation, European pilgrimages went into decline. Thanks to the Jubilee Years of 1993 and 1999 and the inclusion of Santiago as one of the European Cities of Culture in the year 2000, a special program has been conducted known as 'Compostela 93-99' aimed at transforming, but also conserving, restoring and rehabilitating the city's heritage (Estevez 2001, 223). "However, there are difficulties in improving coordination between institutions, empowering citizen participation, strengthening public and private collaboration and reorienting the promotion and development of tourism around new sustainability criteria" (Troitiño & Troitiño 2010, 51).

As also noticed by Polín (2011), most of locals, especially people from villages, do not understand the term Sustainability, consequently it does not form part of their daily concern. Local community and government live in the present and are able to set only economic middle term goals. Since political groups are chosen only for short periods, management is changing quickly, thus the advancement happens very slow in general and in Galicia in particular.

5.1.1 Historical development and present

It is well-known that tourism is the first source and activity in Spain (Sanagustín-Fons, Fierro & Patiño 2011, 551). Therefore, before exploring the sustainability issues alone the Camino, it is important to refer to tourism in Spain in general. After the Second World War the tourism sector has raised essentially. The dominant tourism model was unfortunately the mass tourism, which was concentrated along costal line and in most cases sold as package holiday. Consequently, now and then the erosion of cultural heritage is observed in these areas. Morpeth (2007, 156-157) refers to study of tourism and culture by Prat (1996), where, according to researcher's opinion, among negative impacts of tourism were disappearance of local agriculture, fishing activity and dismantling of local industries. Tourism in these areas has become almost the only activity causing a radical change in lifestyle and customs of the local population. The main goal of Spain's tourism sector in the past was the economic development and profit generation, which was a fast breaking through tool for improvement of economical situation. Thus, among a range of various difficulties, mass tourism has caused environmental problems. In addition, the increase in the international sector of new exotic destinations abroad has become a thread (Sanagustín-Fons, Fierro & Patiño 2011, 551). These induced the emergency for quality tourism, which would provide the solution for improvement and a 'greening' of tourism in Spain not only along the costal line, but also spreading the tourism geographically by focusing on tourism in 'interior', as sustainable rural interior tourism could be an alternative for present and future times (Morpeth 2007, 156-157; Sanagustín-Fons, Fierro & Patiño 2011, 551).

Another considerable fact in Spain's tourism development was the new territorial organization of the state in 1978. That meant decentralization and transfer of tourism

powers to autonomous communities, which stimulated institutional changes and appearance of regional tourism policies. Regional planning goes hand in hand with evolution of tourism policy in Spain, the phases of which are defined according to changes operated in the politico-administrative organization, such as democratization, decentralization, and entry into the European Community in 1986, and the adaptation to the global tourism market development. This evolution was flourished by emergence of mass tourism in Europe, political stability in the continent, and improvement in transport. Therefore, "factors mentioned above made it possible to exploit Spain's strengths as climate, outstanding natural resources, the closeness to important tourism generating countries, and relatively low price level." However, internal and external changes, such as loss in price competitiveness, introduction of the Euro, imbalance when matching demand trends with the traditional offerings, call for the development of real competitive advantages, build on supply, diversification, improved quality, innovation, and destination sustainability. Especially since the industry is so crucial for Spain's economy. In this sense public policies for tourism were designed to stimulate wide distribution of the offer with new alternatives and the growth of the demand for such segments as nature, urban, rural, and cultural tourism. (Baidal 2004, 314-315.)

5.1.2 Heritage site management and planning

In regard to tourism policy of heritage destinations, "the main goal must be directed towards shaping a tourism strategy embedded within overall policy and capable of making the preservation of the cultural heritage compatible with its commercialization, while at the same time minimizing the risks of degradation of heritage sites, tourism, and the environment" (Troitiño & Troitiño 2010, 51; Baidal 2004, 320). It was followed by changes in the tourism policy models at the beginning of the 1990s, and tourism strategies going beyond promotion were designed. Tourism became an important issue on the political agenda. The changes in general tourism policy had an effect on the intervention models, with the Futures I Plan (1992-1996) focusing on diversification, qualification, and the reinforcement of state intervention in tourism. The launch of these plans, which were agreed between central government, autonomic communities, and local councils, have made it possible for tourism, culture, and the

economy to interact in urban strategies, even despite of operational difficulties. 'The formulation and implementation of these plans has meant a change in the models used in tourism policy. In particular, with reference to historic cities, the following aspects stand out: the emphasis given to planning at the destination, the adoption of a strategic planning philosophy regarding tourist development, the acknowledgement of the central role played by the local administration, the existence of specific budgets, the creation of specific organs for the management of the plans and the search for a model of public-private cooperation with a view to achieving improvements for tourism in an integrated manner.' At a more general level, four following procedures were identified: the improvement of the tourism-heritage product; the adaptation of local hospitality resources; publicizing the destination; and diversifying activities. The success of the model of tourism planning for the destination has led to a change in the tourism culture of local entrepreneurs, which previously was not an easy task to achieve. (Troitiño & Troitiño 2010, 52; Baidal 2004, 320)

Then the Integrated Spanish Plan for Quality Tourism (2000- 2006) was built up, which gave strategic priority to the development of cultural tourism, given that the cultural motive features more and more significantly in tourist visits (Troitiño & Troitiño 2010, 48). The introduction of tourist activities in historic cities had some arguments, although this has not been felt so strongly in the more dynamic and multifunctional urban contexts. Santiago de Compostela, one of the first cities in integrated rehabilitation programs and the realization of new models of management (Special Plan for the Historic City, Santiago Consortium, Plan for Tourism Excellence), has solved the problems arising from the functional and physical recovery in a positive concept, as well as the problems related to the powerful impact of tourism, especially during the Xacobeo years (Troitiño & Troitiño 2010).

Ateljevic & Page (2009, 14) state: "There has been an emergence of more diverse tourist product, as national tourism organizations and individual region and tourism-related businesses seek to extend the traditional tourist season". In fact, mass tourism in Spain had already taken place many centuries ago, when Spain was a host to pilgrimage tourism in eleventh and twelfth centuries. Back then half a million pilgrims per years were making this journey, until sixteenth century when pilgrimage went into

decline due to Reformation. (Morpeth 2007, 157; Estevez 2001, 223.) Murray and Graham (1997, 513) argue, "the economic commoditization of the Camino de Santiago must be considered within the wider context of contemporary Spanish tourism promotion, which is seeking to diffuse tourism demand and supply more equitable throughout the country".

As Estevez (2001, 239) observed, over the last few years of twentieth century, the municipality of Galicia has realized that tourism, initially considered as an excellent source of economic activity, is taking on a mass dimension and therefore becoming a problem. The Camino de Santiago, preliminary focused on sacred pilgrimage, takes form of more secular tourism (Morpeth 2007, 153). The constant promotion of Jubilee Years of the Camino de Santiago that culminates in the city of Santiago de Compostela has led to a boom in number of pilgrims, tourists and visitors. These completely disrupt the course of everyday life, Estevez (2001) states. It has aroused interest throughout Europe and the rest of the world, especially among young people, by the theme of taking the 'Road to Santiago'. Above and beyond any religious reasons, this has to do with creating a new feeling of belonging to Europe and the modern desire for adventure.

These facts reinforced by Polín (2011), who says the Santiago routes, located on a historical territory, compose a part of World's Heritage, which means it should be protected entirely. However, it is not valued enough. There is a legislation act that aims at protection of landscape, though it is not approved. The question has risen whether limits of acceptance to sites should be placed in practice, but it has not been done either. Since economic crisis has begun, the phenomenon of the Camino de Santiago has changed its model and is nowadays seen as an economic value and potential. Means it is not seen any more as a spiritual phenomenon, historical heritage, and sustainable landscape. It has acquired a risk of overcrowding and is overloaded with commercialization. (Polín 2011.)

5.1.3 The respond of local community, government, and pilgrims

Digance (2003, 147) discusses that there is a conflict in motivations, which has also been reflected in a documentary on Pilgrimage to Santiago (1993) where a Dutch pilgrim complained about the large number of tourists along the Camino had detracted from his sacred appreciation. Polín (2011) stresses, the attitude of pilgrims toward the Camino de Santiago has changed. Modern pilgrims demand provision of good quality accommodation and services along the route, and the Camino itself is not appreciated that much. Consequently, there is a concern about so-called – 'turi-peregrino'. (Polín 2011.)

The private sector, however, has responded positively to the demand: small agreeable hotels are opening in the historic centre (Estevez 2001). Hence, UNWTO (2004, 277) stresses that the experiences of pilgrims and local community can be quite different during the peak months compared to experiences during off-peak months and non-Jubilee years. Visitors in general are now more aware of sustainability issues and expect experience they get to be produced responsibly (Allen et al. 2011, 360). Although the last thing pilgrim wants to see on the way it is commercialization of amenities, it is difficult to avoid as increasing number of the Camino followers provides new opportunities for additional income. Polín (2011) notes, the amounts of signs that serve as indicators of direction of the Camino are contaminating the routes. The contamination objects, for instance, vending machines, constantly appear along the routes. These are prohibited and ruin the original landscape. There is lack of harmony in fundamental elements, for instance in colour of new appearing constructions. (Polín 2011.)

According to Estevez (2001, 240), the municipality has developed a tourist plan. Its aim is to resolve these problems, involving both the public and private sectors, launching a public management enterprise with the participation of the private sector, to facilitate rapid, effective action. However, finances, devoted for improvement of natural and build heritage are not wisely used (attachment 2, pic. D). Instead they are spent for unnecessary publications (Polín 2011). Salgado Blanco admits, since 2010 there is no sustainability planning in Galicia. Previously several educational programs

have been initiated, including expositions, activities for children. However finances and time were not used wisely. Funds were spent for unnecessary printing material, which never came into use. Thus, there is a lack of general interrelated management within government. There is a need for changing of mentality. The Ministry is working on a project that aims at development of sustainable indicators that could be presented to the public through their webpage. (Salgado Blanco 2011.)

Stakeholders involved in the development of plans and polices include local, regional and national governments, public and civil societies, all service sectors, industry experts, non-governmental organizations, the European Union, residents of the host community, and the tourists themselves as their experience determines the success of the endeavour to a large degree. Policies that address the issues of the impacts of a large number of visitors on small and contained cities and towns are the most pressing. However, coordination and collaboration between the authorities of different regions is necessary to maintain the consistency and quality of a product. Most of all the maintenance of tangible and intangible heritage along the Camino, at the same time keeping the spirit of pilgrims with different levels of motivation, as well as promoting other autonomous communities in Spain. (Prado 2005; Choi & Sirakaya 2005, 1274; Tresserras 2007, 3.)

Yet, "The Camino de Santiago will be assassinated by its success. Historical itinerary should be the principle value. Which route should be left out of commercialization? There is a necessity to plan on a governmental level taking into consideration not only economic, but also socio-cultural and environmental resources. Local community is not prepared to deal with such tourist flow". And as Polín describes this is the most debated topic today. (Polín 2011.)

In general the authorities have never managed tourism in a sustainable manner. There is only a mass tourism. There is a saying in Spanish "Bread for today, hunger for tomorrow". And eventually the tomorrow has arrived. This is due to a wide corruption problem that exists in Spain and in Galicia in general. Also the lack of aesthetic education and culture of country side men, where the construction is seen as something positive although nothing green is left. (Figuerola 2011.)

Until now some areas in Galicia have accomplished to establish agencies for sustainable awareness at a local level, however, there is lack of practical vision. There is a need for a reorganization of municipalities' structure. (Salgado Blanco 2011.)

5.2 Tourism impacts

The following subsections describe the impacts that the Camino de Santiago has in terms of environmental, economic, and social perspectives.

5.2.1 Environmental impacts

Environmental impacts are related to the natural resources being affected in the development of tourism. The consideration of degree of growth, and how it is controlled will affect how much stress is being imposed on the environment. The concept of carrying capacity is now applied in many tourism activities. In this sense, it can investigate the volume of tourism a place can handle in order to avoid negative impact on its tourists appeal. However, different seasons should be taken into the consideration and Limits of Acceptable Change applied that stand for evaluation the acceptable change to the social, economic, and natural environment that should occur through visitation to an area. As per UNWTO (2004, 274) management responses may include limiting entry, permit system, and waiting lists to limit the number of tourists and protect heritage values on trial. In order to increase the capacity, as an alternative, re-routing of trails can be applied. At the same time Environmental Impact Assessment (EIA) also forms a part of planning.

At the end of 80's the territory of Galicia made agrarian landscape, these days Galicia becomes more urbanized. (Polín 2011.) In relation to the Camino de Santiago, in particular the Camino Primitivo, ADEGA has sensitized politicians in a way that roads passing through the town of Lugo have been cleaned and brushed. It is not much, however gradually many higher institutions are realizing the significance of this heritage. Many tourists are now coming to Lugo, which until now was a popular tourist destination. (Figuerola 2011.) As an outcome the positive and negative impacts are listed in Table 5.

Table 5. Environmental impacts of Camino de Santiago

Positive	Negative
- Improving the condition of national parks - Re-use and improvement of old buildings - Preservation of local style and traditions - Awareness of environmental values - Protection of wildlife - Support of environmental agencies	- Management with tourist visitations - Water management - Waste accumulation - Aesthetic impacts on natural landscapes - Noise - Construction and development

5.2.2 Economic impacts

Tourism is the biggest industry in the world. Its uniqueness is the fact that it is the only export product, which stays at the country of origin. In some countries tourism has a great economic impact and even dependency. The economical impact from cultural route can be very substantial, especially the way of the Camino de Santiago that covers such a huge area. Naturally almost all communities located along this route may have an extra income for local economy. (Table 6.) Salgado Blanco (2011) suggests the phenomenon the Camino de Santiago has contributed to economic growth in accommodation sector. However, the local sector is not stimulated to produce own products.

As to Galicia region it is estimated that the tourism contributes more that 10% to the regional GDP (Prado 2005), although it is not as high as in other autonomous communities it is definitely big for a northern region and gives a platform for potential for sustainability tourism. Since the main market is European, trade restrictions are not an issue as Spain is a member of European Union.

Table 6. Economic impacts by Camino de Santiago

Positive	**Negative**
- Additional source of income - Multiplier effect and employment - Supporting traditional activities - Widening the scope of services - Developing of infrastructure - Restoration and preservation of heritage resources - New business opportunity and diversity	- Increase of prices for locals - Disappearance of traditional activities - Saturation of infrastructure - Increase in governmental expenses - Dependence on tourism flow

5.2.3 Socio-cultural impacts

Social impacts are very important for the tourism, because they can influence both locals and visitors. (Table 7.) The most important here is that the visitor enjoys the existing culture and the environment at the destination and not disturbing or damaging the traditions and accustomed way of living of local people. It is also necessary to mention, local people are not only affected by tourism, they are, in fact, expected to be part of the tourism product (Panyik, Costa & Rátz 2011, 1352). The Camino de Santiago is a cultural route. The idea behind it for pilgrim is to find peace of mind, relive a pilgrim experience with lot of respect to the community and history of the place. Polín (2011) argues, such organizations as Xestion Xacobeo invest in tourist resources and aggressively promotes tourism. This organization constructs modern hostels and sponsors creation of new ventures. "Nowadays pilgrimage reminds of a marathon." Naturally a lot of tourists are attracted, such tourism as pilgrimage does not require a lot of expenses. Consequently the Camino de Santiago becomes more artificial. For instance, ancient shops around the cathedral of Santiago in the city of Santiago de Compostela are being substituted by new commercial shops selling souvenirs and jewellery. Monto de Gozo, a spiritual and symbolic place, has converted to a tourist complex. As an awful proof for losing the value, the first pilgrim guide

book, which has been kept for centuries in the cathedral, has been stolen in June 2011. (Polín 2011.)

Table 7. Socio-cultural impacts by Camino de Santiago

Positive	**Negative**
- Employment - Heritage revitalization - Community building - Education and capacity building - Personal autonomy - Spiritual experience	- Dependency - Selling of culture - Changes in cultural landscapes - Archaeological deterioration - Loss of special places

5.3 Stakeholders and their roles in the Camino de Santiago

The **Consejo Jacobeo** is a special council, governed by Spanish Ministry of Culture. Its purpose is to facilitate communication between the Spanish Central Administration and the Autonomous Regions of Spain in topics related to the Camino. It helps regions in their cooperative work for preservation, restoration and promotion of pilgrim's routes (French and Northern) through development and implementation of programs, projects and activities related to the Camino de Santiago and celebrations of its Holy Years. (Council of St. James 2011.)

The **Xunta de Galicia** is the executive branch of the autonomous community of Galicia. According to the Galician Statute of Autonomy of 1981, it consists of the President, the Vice-President (when appointed), and the specialised ministers. The Xunta is based at Santiago de Compostela, the capital city of Galicia, although it has delegations in a number of locations throughout the region. Other governmental departments involved in planning are Ministry of Culture and Tourism; Ministry of Rural Affairs; Ministry of Environment, Territory, and Infrastructure. The role of these entities is mixed, including not only initiation of activities, but also its regulation and coordination. (Xunta 2011.)

The destination management organisation (DMO) **Turgalicia** is the company that creates image and promotes tourism in Galicia. It is a public company, constituted on 22 September 1992 as the primary instrument of Galicia's tourist policy, and the organisation responsible for adequately promoting the tourist resources in the Autonomous Region of Galicia (Turgalicia 2010).

The Management Society of the Xacobean Plan (**S.A. de Xestión do Plan Xacobeo**) is a public organisation of Galician Government, which goal is tourism and cultural promotion, and planning of services of the Camino de Santiago. The company was established in 1991 in order to promote the Holy Year of St. James (Santiago) that took place in 1993. Later it became a part of Galician Ministry of Culture and Tourism. It is located in Santiago de Compostela. The initiatives of the company present the planning of services on the Way, the public hostels network, the recovery of the cultural heritage of the routes along with its architectural and artistic elements. At the international level, its role is to promote the Camino de Santiago through exhibitions, conferences, informative and outreach publications, as well as to encourage the communication among associations of friends of the Camino de Santiago worldwide. (Xacobeo 2010.)

ADEGA is the Association for Environmental Protection in Galicia that has existed for 25 years. It is an independent no-profit association, which duty is the research for such model of development that would be ecologically sustainable and socially fair. Its commitment is to preserve Galician culture, traditions, and language. ADEGA is part of such organizations as: Galician Ecologists Federation, which comprises the majority of Galician environmental associations; European Environmental Agency, as well as European Federation of Transport and Environment. In 2010 ADEGA has created a guide for pilgrims, which encourages pilgrims to be eco-friendly and provides tips on how to do it. (Adega 2011.) ADEGA, in contribution to sustainable development in Galicia, wages for ecological protection, participates in congresses related to territorial protection, organizes meetings and educational trips explaining the importance of socio-cultural and natural resources. (Polín 2011.)

The **corporate sector** is also involved in the Camino de Santiago phenomenon at a number of levels, including staging their own events, sponsoring in order to promote their goods and services, and partnering with other events that have a common agenda (Allen et al. 2011, 127). In case the of Camino de Santiago routes, example of such corporate entities are partners: El Corte Ingles (the biggest department store group in Spain), Movistar (mobile phone operator), Gas Natural Fenosa (energy company), Estrella Galicia (brewery from Galicia); sponsors: Coca Colla, BBVA (multinational Spanish banking group), Iberia (airline), Caixa Nova (banking), Repsol (gas stations), Inditex (fashion retailer), Fundacion Caixa Galicia (banking), Mondariz (soft drinks), Ferrovial (transportation infrastructure), Gadis (food distributors), Eroski (supermarket chain), Correos (postal services), Banco Pastor (banking), Iberdrola (enegry); collaborators: Froiz (supermarkets), Martín Códax (winery), Chiruca (shoes for tracking), Acciona (renewable energy, water services and infrastructure). Within the corporate sector, there is also such big stakeholder as media, including radio, television, news papers and magazines (Allen et al 2011, 127).

The **Spanish Federation of Associations of Friends of the Camino de Santiago** consists of 28 associations spread in almost all autonomous communities in Spain. The Federation was established in 1987 after the first International Congress of Associations of St. James that has decided to join their forces together. The Federation and Associations are non-profit institutions that represent private initiatives aimed at the recovery of pilgrimage to Santiago de Compostela along all routes. These are some activities done by Federation (Federation's official page 2011):

- Information and support for pilgrims, travellers, and any other person or entity interested in various trails of Camino.
- Initiating workshops and training for the position of volunteer "hospitaliero" (person that works voluntary bases in refugees for pilgrims). As well as their organisation and management.
- Collaboration with such institutions as parishes, municipalities, counties and individuals in the creation of shelters, hostels and refugees for pilgrims. As well as their administration and management.
- Recovery of ways and marking them with direction signs.
- Organisation and management of volunteer work that are taking place along the Camino.

- Actions aimed at public and private institutions for protecting, preserving and enhancing of cultural and historical heritage of the Camino de Santiago.
- Research, studies and publications about the Camino and its internal.
- Promotion of cultural activities, conferences, trips and pilgrimages.

Although, pilgrimage involves self-organization such as getting to a place and finding an accommodation, there are numerous **travel agencies** around the World that offer a package tour for people who like to follow the Camino. The role of these agencies is to organise flight, book accommodation in advance and provide information regarding route, important places to see, sometimes even a trail guide.

The Centre for Tourism Studies and Research (**CETUR**) is an interdisciplinary project, framed within own research centre of the University of Santiago de Compostela. Other university institutions, organizations, and representatives of society interests, support and participate actively in its development. The main objective of the Centre is to ensure research, teaching, information and continuing education and to provide technical advice on any aspect related to tourism in Galicia. The Centre's activities are divided into five specific areas of work, according to established strategic and operative objectives, they are:

- Teaching Activities Area: promotion and development of degree- and post-education courses in tourism.
- Research Area: stimulation, promotion and coordination of different research teams, which are part of CETUR.
- Tourism Observatory, monitoring of the tourism sector from the analysis and study of supply and demand components.
- External Relations Area: suggesting and signing agreements with other institutions converging with the CETUR, particularly encouraging inter-centre collaboration at national and international levels.
- Area of Activities: promotion and development of diverse events and activities (seminars, conferences), aimed at dissemination and learning of knowledge related to tourism. (CETUR 2011.)

Society representatives that participate in the CETUR are the Municipality of Santiago de Compostela, the City Council of Lugo, the Chamber of Commerce of Santiago de

Compostela, the Entrepreneur Association of Hotel and Restaurant in Santiago, and the Provincial Association of Entrepreneurs of Hospitality in Lugo (UNWTO 2011).

The role of **Pilgrims office in Santiago** is the reception of pilgrims that have arrived to Santiago. The office grants the Compostela to pilgrims completed the Camino for religious reasons or official document confirming pilgrimage to Santiago in case of other motives. Pilgrims office also carries out statistical information such as gender, age and country of origin of pilgrims, motives to follow the Camino and much other useful information for research about pilgrims' identity.

The **Cathedral** of Santiago de Compostela is the mother church of the Archdioceses of Santiago de Compostela. It is where the archbishop's cathedra (chair) resides; the name cathedral comes from this word. Its singularity lies in the fact that the remains of the Apostle Saint James are kept there. Since the 9th Century it has been one of the most important centres of pilgrimage in the whole Christianity. Pilgrims from all over the world gather in Santiago. It is a house of prayer and a sacramental life centre, which spreads the reconciliation with the Lord in the sacrament of penitence and increases the Christian life through the Eucharist. Its scope is full of historic remembrances and artistic representations. The Cathedral Chapter is the collegiate assembly of clerics forming a moral body in communion with the Archbishop and with the universal Church for the purpose of promoting divine worship in the Cathedral of Santiago de Compostela by means of service to people. One of the singular assignments of this group of priests is to be "guardians" of the relics of Apostle Saint James. The tasks of the Metropolitan Chapter of Santiago are (Cathedral's official webpage 2011.):

- To prepare and to celebrate the liturgical ceremonies in the basilica.
- To solemnise the Sunday and the holidays.
- To daily celebrate the convention mass and the Liturgy of the Hours.
- To offer an appropriate pastoral and liturgical care to all the faithful.
- To promote the homage and respect to Saint James.
- To assume the Cathedral's historical responsibility: to be the beginning and the end of "Pilgrim's Road to Santiago".
- To accept and to encourage pilgrims.
- To promote historical, cultural and artistic studies of Saint James' pilgrimage tradition.

Pilgrims are the most important stakeholders of the Camino de Santiago. Aforesaid, pilgrims originally have initiated the route, and later whole villages and services along the Camino de Santiago routes have emerged. The role of pilgrims independent of their motives is to respect the culture of host community, to treat carefully natural and build heritage, and by consuming local products contribute to areas economical improvement.

The participation of **host community** emits positive messages to visitors. According to Allen et al (2011, 130), local participation and ownership is the most visible and help events to exist because of the committed input of dedicated volunteers. The host community apart from governmental organizations includes residents, traders and public authorities such as transport, police, ambulance, etc.

5.4 Levels of management

The development of the Camino de Santiago route involved all regions that it covers. The recognition of the potential for tourism was seen as a sustainable alternative for the development of areas in need. A number of initiatives to help develop the communities that would be affected from the flow of tourism were implemented, and strategies to help the economies of these communities through tourism were favoured. The existing policy framework is managed on international, national, regional, and local levels. Sub-chapters below explore more about which authority organizations are involved in sustainable development processes in Spain with reflection on Galicia, and how they control this process.

5.4.1 International

Spain's development policies on international level are influenced by European Union's polices. The main aim is to encourage the development of rural regions through diversification and strengthening their economies and help counter the negative effects of loss of population and agricultural activities. In particular it helps small- to medium-size enterprises, in which sense rural tourism benefit significantly. Additionally, these initiatives encourage the appearance and testing of new approaches to integrated sustainable development that will influence, complete or reinforce rural

development policy in the Community. In 1991 the EU implemented program called LEADER (Liaisons Entre Activités de Development de L'Economie Rural) program on rural development, which was launched as an experimental initiative. Currently it is a mandatory component of all EU Member States' individual rural development program for the 2007-2013 financial periods. The main themes of it are: making the best use of natural resources, including enhancing the value of cities; improving the quality of life in rural areas; adding value to local products, in particular by facilitating access to markets for small production units via collective actions; the use of new know-how and new technologies to make products and services in rural areas more competitive. Although the program aims at rural regeneration and diversification of rural economy and a large part of it is tourism. The last acts as a prevention tool from overdependence on agricultural income. (Prado 2005; Panyik, Costa & Rátz 2011, 1352.)

5.4.2 National

On the national level Spain has its own program, which goes in parallels with EU program, and it is called PRODER (Programa Operativo de Desarollo y Diversificación Económica de zonas Rurales). This program is partly funded by EU Structural Funds and partly by Spanish government. The objective of this program is sustainable development of rural regions through enriching the economic activities and preventing the population from migration to cities. As PRODER (1996 - 1999) was very successful, PRODER 2 (2000-2006) was implemented, which was based on conservation of the natural space and resources. Currently in Spain tourism powers and decisions lie within the Autonomous Communities. However, an autonomous agency exists at the national level to develop promotion campaigns. This agency is called TURESPAÑA, its offices are located in most countries around the world. The aim of this organization is to promote tourism in Spain on international, national and regional levels. In their marketing campaigns tourism is shown as more diverse offer. (Prado 2005.)

5.4.3 Regional

In terms of regional initiatives and policies, Galicia region through a consolidated communication strategy associates the image of the Camino with its own image. By building on the significance of special Holy years, it has created a whole new image for the experience. The pilgrimage campaign in Holy years, termed Xacobeo, is planned years in advance with the purpose of being able to manage the increased tourists flow. Efforts across all the regions involved are aimed at trying to accommodate the flow of tourists while controlling the impacts that result from it. The Camino itself is maintained very well and has efficient signage system to insure an organized, informative and well-presented experience for the dedicated pilgrim. (Prado 2005.)

5.4.4 Local

Local development plans address the most immediate concern of a city or municipality. In the Camino de Santiago case, the city that must face the most challenges is Santiago de Compostela. Thanks to its designation as the World Heritage Site and its successful Xacobeo campaign, yearly the city hosts up to six million people. In order to manage the preservation of its historical centre and its space planning the Consortium of Santiago was formed, which cooperates with regional and central governments, local administrations, the ministry and the church. (Prado 2005.) In addition, rural tourism is being promoted through community-based action groups, funded by European Union initiatives. These projects mentioned above combine the promotion of the Camino de Santiago with the establishments of a network of country homes and hotel accommodation (Murray & Graham 1997, 516).

As per UNWTO, the importance of sustainable management is to balance priorities in decision-making process. Tourism values and priorities must be balanced against natural and cultural heritage values and policies. Since local communities and other stakeholders may have very different priorities and may be directly involved in management and maintenance of tourism, the economic benefits from tourism should be weighed against the costs and resources required to maintain the trial. (UNWTO 2004, 274.)

5.5 Responsible and sustainable activities: principles and values

The major feature of Galicia region is its rich landscape and heritage. The department of environment, land and infrastructure of Galicia's Government actively promotes sustainable development. Tresserras (2007, 1) states, sustainable management of the Camino de Santiago serves for preservation, accessibility, and dynamism of different sectors and heritage resources. It is a clear example of shared commitment of local population, associations of friends of the Camino, government and private companies. It encourages public and private sector, its citizens, as well as other stakeholders to change values in attitudes and to pursue a collective consciousness that every individual has a daily impact on nature, and contributes to a certain type of social relationships and, therefore, to influence a particular direction for common future. Hence, it has been realized that sustainable development policies are necessary for managing the area and basic tasks for that are education, awareness, communication, and promotion (Xunta de Galicia, 2011). Sub-chapters below describe the general sustainability plan in Galicia, as well as priorities and values, which were agreed during Jubilee Year 2010 of the Camino de Santiago.

5.5.1 Regional sustainability planning

Galician government state, on regional level a number of actions are being initiated in respect to service development and participation in sustainability. These actions are (Xunta de Galicia, 2011):

- Developing strategies and programs that contribute to achieving the appropriate level of sustainable development, the establishment of the necessary measures for its effective implementation and to encourage citizen participation.
- Encouragement, promotion, development and coordination of the initiatives taken by public and private entities created for the establishment of sustainable development strategies.
- Analysis in collaboration with the various council and other public and private indicators related to sustainable development and technical support for the dissemination, communication and training on sustainability actions developed by the Government of Galicia.

- Incentives, coordination and monitoring the development of initiatives and programs for local sustainability, Local Agenda 21 driven by the Secretariat, as well as managing projects for the creation of support centres for the implementation of guidelines and implementation of development plans.
- Coordination and promotion of international cooperation projects for sustainable development implementation.
- Promotion, development, implementation and monitoring of programs, actions and awareness-building activities in relation to sustainability to the entire society.
- Developing and promoting programs and modules to encourage integration of environment and sustainability in the educational curriculum of regular schools.
- Research and study of all environmental education activities undertaken by the various councils and agencies of the autonomous government.

It has been proved that community involvement stimulates positive attitude towards tourism among residents. Excluding locals from the decision-making process and deficit of integrated vision at the regional level of tourism planning result in barriers towards achieving sustainability. In case if the last is impossible to avoid, it is essential that all parties' needs are clearly understood. (Panyik, Costa & Rátz 2011, 1353-1354.) Unfortunately, the reality is that auctioned mentioned above are theoretical at the moment and this is a consequence of economic crisis and lost time.

5.5.2 Values and principle of Xacobeo 2010

According to the official webpage of Xacobeo, the pilgrims are a vital part of the conservation of the Camino itself. One of the campaigns provisioned through Camino was "Helping to make the Camino greener". There is another campaign in place in order to improve the respect towards how the natural heritage of the Camino is treated. The association for the ecological protection in Galicia ADEGA has published a 'Best Practices Guide' on the environment and the Camino de Santiago. The idea is to involve people who may report on observation of environmental damages and add their comments and suggestions for the improvements, besides it provides people with educational material on how to be more sustainable. The guide itself is a very small publication that is adapted for pilgrims to carry it with them. It offers practical tips and useful environmental information, such as: garbage, various plants and animals along the Camino, stones of Camino, landscape, water, cultural heritage and architecture.

The guide is published in four different languages and encourage pilgrim to be eco-pilgrim. The guide itself can be found in attachment 3. The contradiction is the organization does not make sure guides are always available. For instance the researcher did not see that guide along the Camino, and as stated by hospitaliero interviewed, they have run out of this guide long time ago. It is available online, but to find it a pilgrim must specifically look for it.

Within the program Xacobeo 2010 that has been planned in cooperation of Galician Government with the Management Society of the Xacobean Plan, the special concept was developed. This concept describes principles (Figure 10) and values (Firgure 11) of Xacobeo (Xacobeo 2010).

PRINCIPLES OF XACOBEO 2010

QUALITY
Xacobeo is a public initiative framed within the Holy Year which has deep-rooted tradition and socio-cultural influence. The program, activities and management of Xacobeo 2010 pursue excellence in quality.

UNIVERSALITY
Xacobeo wants to be universal and is it aimed at pilgrims and visitors from all over the world. The programmed activities wish to meet the artistic and cultural interests of Galician people and citizens of the world alike.

MODERNITY
The 21st century requires a new technological and universal language that is reflected in Xacobeo's program, communication, in its graphic image and in its use of technological and ICT tools.

CONTINUITY
The next edition of Xacobeo will take place in 2021. That is why the 2010 programme has been designed to generate activities and content that will last and have an impact on the citizens.

SUSTAINABILITY
The Xacobeo 2010 is environmentally friendly. The 2010 Sustainability Plan will help preserve the Way with selective waste collection actions in hostels, training programs and signposting with no impact in nature.

ACCESIBILITY
The events and activities scheduled for Xacobeo have been conceived under the premise of providing access to persons with disabilities.

SOLIDARITY
Xacobeo 2010 has a cross-cutting programme with social actions to support those who suffer the most and that will generate resources to help them.

Figure 10. Principles of Xacobeo 2010

As can be seen from the figure above, one of the principles is Sustainability. In particular it says: "The Xacobeo 2010 is environmentally friendly. The 2010 Sustainability Plan will help preserve the Way with selective waste collection actions in hostels, training programs and signposting with no impact in nature." In the reality sustainability plan does not exist – when several representatives of Xacobeo were asked about the plan, they had absolutely no information about its existence. However, the Management Society of the Xacobean Plan in cooperation with Activa Social Consultores, S.L. (a consulting company in the field of corporate social responsibility) as promised in their Principles of Xacobeo 2010, has developed a web site that service as an accessibility guide for pilgrims with disabilities. It is also necessary to mention Figure 10 has been adapted from Xacobeo web page in October 2010. It seems that after that the site came through some changes and the figure as well as Figure 11 cannot be found anymore from its initial source.

In November 2010 there was a conference held in Galicia under name "Spirituality and Sustainability". The aim of this conference was to provoke a reflection process on the change that is taking place in the society, and from the approach of non-dogmatic spirituality, contributing to the debate on what is the relationship between the management of spiritual balance and sustainability. The main point was to demonstrate that the things can be done differently, that any activity is susceptible to more sustainable development through production and appropriate communication. The organization of this project ensures that the sustainable management of resources will prioritize the use of infrastructure, transportation and all sustainable products. This seminar was part of the campaign of sustainable and ethical communication which, under the motto "Stop, think and add up your energy" is prioritizing the dissemination of information and awareness through the creation of networks and active participation. Ii is necessary to mention that the conference was also held in a sustainable manner by means of its responsible production and communication. A sustainable management of the resources and a full cycle was guaranteed for all the products involved. For example, the international speakers held their presentations through videoconferences and the consumption controlled, limiting the maximum, and those, which consumed produced locally and in organic way. (Xacobeo 2010.)

THE 10 VALUES OF XACOBEO 2010

Number 10 represents the Jacobean year, the 10 "Ways" of the program and also the number of values that articulate its activities. These are the principles that combine the essence of the Way of Saint James, the personal and the spiritual experience of the pilgrim.

AUSTERITY AND RIGOUR
The selection of activities for Xacobeo 2010 follows the criteria of austerity and cultural rigor. Priority has been given to those that were more viable from a budgetary, technical and production point of view. In all of them, the compliance with safety standards for people, staging and artists as well as access control and public flows control are guaranteed.

A PROGRAMME WITH INTERNATIONAL APPEAL
The aim of Xacobeo is to attract several million people to Galicia during 2010. The cultural program is presented as an attractive complement to the spiritual motivation. The contents intertwine the wealth of the Galician, Spanish and other international cultures.

YEAR-ROUND PROGRAMME
Xacobeo 2010 articulates the development of its program throughout the whole year, from January to December 2010. Xacobeo has a value of its own every month of the year.

DECENTRALISATION AND WIDE TERRITORIAL COVERAGE
The Xacobeo 2010 cultural program has been created with the commitment to cover the whole Galicia. It seeks to connect with the local tradition and the cultural scene of each city and county.

DIVERSITY OF TOPICS AND STYLES
The Xacobeo 2010 program has been designed to satisfy the cultural demands of different audiences and different age ranges. There are large and small format events, music performances and actions in different artistic disciplines: photography, animation and cinema, exhibitions.

PROMOTION OF THE GALICIAN CULTURE
Xacobeo 2010 is committed to the promotion of Galician culture in all its domains through the recruitment of Galician artists and by ensuring that part of the creation, production or management of shows and nationals or international artist, is done by Galician companies. In order to achieve this, agreements have been made with cultural institutions, concert and local events promoters as well as Galician festivals, boosting their activity through joint actions and external communications to enhance the development of Galicia's cultural fabric.

GENERAL AND SPECIALISED CONTENT
The Xacobeo 2010 program has been designed to attract and satisfy visitors with different cultural demands. It therefore aims at a high quality programming in different kinds of formats and in events addressed to the general public but also to the specialized one.

ORIGINALITY, EXCLUSIVITY
Many Xacobeo 2010 activities are exclusive, original and have been specifically created for it. These are very unique new proposals, or artists who are visiting Galicia for the very first time. Different disciplines or professionals from different backgrounds come together to create a brand new and collective work.

CREATIVITY AND ARTISTIC TALENT
The promotion of artistic creativity and the primacy of talent are criteria for selecting what goes inside the Xacobeo 2010 program.

SYNERGIES WITH CULTURAL REFERENTS
Xacobeo 2010 aims to become a cultural reference and obtain international notoriety. Arrangements have been made at the regional, national and international level with remarkable institutions, such as MTV, Merce Cunningham Dance Company, Sonar Festival, 40 Principales, TVG and TVE (Spanish autonomic and state-level televisions).

Figure 11. Values of Xacobeo 2010

5.5.3 The summary of Xacobeo 2010 and post issues

As mentioned earlier 2010 has been an important year not only for the Camino de Santiago, but also in Galician history. In order to summarize, analyze and make people aware about all investments and activities that have been undertaken by administrational units during Jubilee year, Xunta de Galicia has published a memory book called "Memoria Xacobeo 2010". The President of Galician government states in epilogue to the book, the campaign of Xacobeo 2010 served as a promotion of the Camino on a global level, as well as a big step in terms of sustainable tourism development along its routes. The Minister of Culture and Tourism emphasizes, during Jubilee year Galicia has converted in one of major cultural, spiritual and artistic centres of Europe and the World. According to Managing Director of S.A. de Xestion de Plan Xacobeo, the global promotion of the Camino de Santiago had a great impact on Galician economy in all sectors, especially cultural and tourism, during actual economic crisis. (Memoria Xacobeo 2010, 9-16)

Referring to literature, pilgrims are among those stakeholders, which actually make the Camino alive. In order to respond to all necessities of a large amount of pilgrims arriving to Galicia, especially during Jubilee years, Xacobeo 2010 has established its objectives in two directions (Triguero Salas, Memoria Xacobeo 2010, 98). One of them is recovery, improvement and conservation of various routes of the Camino, as well as creation and management of public network of shelters for pilgrims. Another is collaboration with different institutions and sectors involved, in order to provide sanitary and emergency services, and adaption of new and old infrastructures for accessibility requirements and sustainable energy. According to current Managing Director of S.A. de Xestion do Plan Xacobeo, while developing the action plan, the aim was to pursuit a maximum efficiency in the allocation of resources. In context of economical crisis in which Xacobeo 2010 was developed, it led to extreme responsibility in the investment results, covering the following files of action, such as: conservation and improvement of the Camino routes; renovation and enlargement of public shelters in collaboration with city halls, institutions and entities; the rehabilitation, conservation and enhancement of cultural heritage of the Camino routes; information, support for pilgrims (volunteering and information points);

assistance for pilgrims (sanitation and security). (Triguero Salas, Memoria Xacobeo 2010, 101-102)

Indeed, with limited resources and in short period of time Xestion Xacobeo was able to promote Xacobeo 2010 and attract to Galicia millions of people. For the reader the whole Xacobeo 2010 campaign included not only promotion of the Camino as a route but the whole Galicia as a destination. It was not only the pilgrimage but other types of activities in Galicia. The researcher opines, in fact, these other activities were more important for the management, because visitors can spend on them more money. These activities substantially are concerts, theatre performances, exhibitions, and city tourism. That is actually not so dramatic, means the whole concentration of those visitors was not stressed on routes, but in Galicia in general. Sustainability was promoted during these activities. For instance, during the festival "A Festa Dos Mundos" the sustainable development has been promoted the whole way with participation of many different stakeholders (Xacobeo 2011).

6 Recommendations

In the previous chapter sustainable tourism management along the Camino de Santiago routes has been analysed based on the framework offered by the researcher. According to the research findings and theoretical background, the main concerns related to environmental, economic and socio-cultural factors as well as possible solutions for management improvement are presented in this section. In consistence with identification of stakeholder the researcher suggests which actors should take the main responsibility for sustainability planning and future management. Furthermore, the investigator offers how the planning could take place in practice. Finally the researcher discusses the core importance of sustainability policy.

Environmental concerns

Lately the popularity of the Camino de Santiago has grown considerably. As a result the amount of pilgrim-tourists has dramatically increased. This causes contamination and commercialization of some routes. Management response for the issue may include segmentation of pilgrims and creation of waiting lists to limit the number of tourists and a promotion of less popular trails in order to avoid high concentration of travellers on the most popular routes. In order to decrease problem with contamination on sites, the management could make sure the brochure "Become Eco-Pilgrim" is provided at the same time as credential. In addition, there could be a certain award developed for pilgrims proved they did something good for the environment while walking or cycling the route. Nevertheless, only the awareness does not lead to action unless bigger group is involved.

As a major solution environmental impact assessment should take place in accordance with law and this action should be set as a priority when it comes to distribution of financial resource. These measures could be done in cooperation with environmental organizations and volunteers.

Economic concerns

Tourism has a high contribution to the Galician economy. Thus, it is obvious that in time of economic crises the main stress will be getting the most out of tourists' attractions. Applying mass tourism approach for cash generation through abusing heritage and natural resources is not the best solution. Instead the management could stimulate local sector to produce own products, which local community may offer to pilgrims on daily basis.

Socio-cultural concerns

Change in motivations has caused the lost of authenticity of the Camino de Santiago. The world has changed since medieval times so had tourism patterns and the level of people's needs, it would be difficult and at the same time negative for all aspects of sustainability to make the Camino de Santiago the same as it was 10 centuries ago. However, as suggested by one of the interviewees one Camino can be left out of commercialization. This way the originality and history can be kept for future generations.

Actors that take main responsibility

Destination visited by pilgrims is not the sole responsibility of one certain business or group of businesses. Nevertheless, public sector is responsible for connecting, planning and managing interest groups that are related to the Camino de Santiago organization. Certainly there are several levels of management, namely international, national, regional and local. International, national and regional organizations create general policies. However, these policies should be adopted in accordance to the nature of a destination. Therefore, the actors that should take main responsibility in policy creating for pilgrimage tourism along the Camino should come from local level of management. At the moment there is no solid group assigned that is responsible for policy creation for pilgrimage on the Camino in particular. According to the researcher's understanding the main actors in decision-making process should be

represented by people with knowledge from organizations that represent environmental, economical and socio-cultural interests. In addition, this group should be coordinated by an external company who is a specialist in a field of sustainable tourism development. It is necessary to specify that the external organization should not perform this assignment for marketing purposes. Nevertheless, according to the researcher's opinion in case of the Camino the main actors should be the following stakeholders:

Consejo Jacobeo – the policy should be equal for the whole route despite of the area where it is located.

Xunta de Galicia – consists of different units and has a direct connection to the government of Spain, consequently has an access to EU sustainability polices.

S.A. de Xestión do Plan Xacobeo – promotes the Camino de Santiago nationally and internationally. It aims at economic and socio-cultural benefits of the Way.

ADEGA – fights, promotes, stimulates for ecological and heritage protection in Galicia region. It has a full awareness of environmental problems.

CETUR – make studies related to economical development on the Camino de Santiago routes in cooperation with S.A. de Xestión do Plan Xacobeo and Xunta de Galicia, thus it has a good knowledge of up to date issues.

Spanish Federation of Associations of Friends of the Camino de Santiago – it represents private initiatives, organises and manages volunteer work that takes place along the Camino.

Practical planning

The actors mentioned above should stimulate cooperation of like-minded individuals within smaller communities. The last three stakeholders, ADEGA, CETUR, and Spanish Federation of Associations of Friends of the Camino de Santiago have a closer

relation with the community, and, since the decision-making should be made as closely to public as possible, these stakeholders could cooperate with local community in order to collect and delegate information. At the same time coordinate and work together with locals regarding policy implementation. Certainly opinions of pilgrims should not be left out. Thus, the Association of Friends of the Camino de Santiago could cooperate with volunteering pilgrims to make the decision process more precise and productive.

The importance of a policy

Consideration of cultural authenticity and natural integrity of a site when developing tourism policy goals and objectives is essential. If a heritage becomes a commodity it will lose its authenticity, and, as a consequence will diminish as an object of attraction. Usually policies are seen as a rule, as something negative and to be broken. The most important aspect of a policy is to be worded in a way that it is understandable for general public and following it feels as the right thing to do. The strength of sustainable policies for the Camino de Santiago should be its astonishing time of presence in Europe for many generations and specifically its identity for Spain and Galician region in particular. Furthermore, a policy should promote voluntarily instruments, such as: guidelines and codes of conducts, voluntary certification and contribution. This should lead to comprehensive sustainable tourism as suggested in frameworks in the Chapter 3.

7 Conclusions

The Camino de Santiago is an alternative type of tourism. However, pilgrimage tourism, because of the nature of its activities, is not suitable for everyone. Here, cultural heritage is the product, and, therefore, special attention should be given to maintenance of its identity. Tourism even at low levels can leave impacts upon the host culture and environment, therefore its development has to be monitored and controlled to avoid the negative impacts and further transformation into a mass tourism. It should be emphasized that at the moment there is no real control of how many pilgrims will start the Camino each year. The only measuring instrument is a limited number of beds in each village that offers accommodation along the routes. Public hostels lodge on the basis "first came, first served". Means pilgrims do not know if accommodation will be available at all. A compliance of pilgrim's route and transportation mode can easily be checked according to Credencial. There are different tools in order to manage a footprint from travelling and most of them are connected to taxation. Given that routes are of religious origins, it is not fare to charge a very big tax. However, pilgrims can be segmented.

The overall aim of this study was to explore how the concept of sustainable tourism management is implemented along the Camino de Santiago routes today and should be implemented in the future. In order to reach the aim the researcher tried to find out what are the main challenges in managing pilgrimage tourism? Based on theoretical background on topics sustainability tourism and tourism management, the researcher created own framework for analysis. The analysis included a study of already existing policies and guidelines, identification of stakeholders and their responsibility in current management of the Camino de Santiago. Finally, the researcher attempted to find out what are the main challenges that the management encounter. The method used in the report was investigating of already existing literature on the topic, web pages of official organizations, articles from on-line news papers and semi-structured interviews with different stakeholders related to the Way. All together four semi-structured interviews were conducted through different means of communication: face-to-face, Skype, e-mail, and chat. The fact that the researcher has pilgrimage experience, familiar with

Spanish culture, as well as fluent in the language made it easier to carry out the investigation in terms of interviewing process and collection of information.

The Camino de Santiago phenomenon includes the participation of numerous stakeholders. Moreover, it is necessary to mention it is not only pilgrimage tourism. That also includes city tourism, event tourism, and rural tourism. The highest amount of people arriving to Galicia because of the Camino de Santiago falls on Jubilee years. This is when the most events are held. Generally sustainability issues are brought up to city and event tourism. However, no special attention is paid to the pilgrimage itself – the origin for the Way of St. James. This is the reason why the study "Sustainable Tourism Management along the Camino de Santiago Pilgrimage Routes" was important to perform.

There are some negative economical impacts received from the Camino de Santiago, such as tourism dependency, however, this impact is not as big as in comparison to environmental and socio-cultural impacts. In order to avoid such massification and commercialization of the historical routes a proper management is needed. This management group should involve representatives of public, private, non-profit organizations, and an external specialist in a field for sustainable policies and guidelines creation. These policies and guidelines should be based on EU policies and adopted to pilgrimage tourism along Camino de Santiago routes. These policies should take into the consideration interests of all stakeholders, including local community and pilgrims, which are the closest to the routes. Apart from that policies should be understandable for all and communicated in a proper manner. The implementation of these policies should be checked, analysed, evaluated and adjusted in case it does not function.

References

ADEGA. Association of Environmental Protection in Galicia. URL: http://adega.info Accessed: 12.07.2011

Allen, J., O'Toole, R.H., and McDonnell, I., 2011. Festival and Special Event Management. Fifth edition. John Wiley & Sons Australia, Ltd.

Ateljevic, J., Page, S.J., 2009. Tourism and Entrepreneurship: International Perspectives. Elsevier Ltd. Oxford.

Banks, S. and Frauman, E., 2011. Gateway community resident perceptions of tourism development: Incorporating Importance-Performance Analysis into a Limits of Acceptance Change framework. Tourism Management Vol. 32, pp. 128 - 140. Elsevier Ltd. UK

Blancas, F.J., González, M., Lozano-Oyola, M., and Pérez, F., 2010. "The assessment of sustainable tourism: Application to Spanish coastal destinations". Ecological Indicators Vol. 10, pp. 484-492. Elsevier Ltd. UK

Bottrill, C., "Sustainability and Tourism". Management Center Innsbruck. Austria. 28 October, 2010. Class discussion.

Burón V. 25.11.2009 "El director del Xacobeo garantiza beneficios económicos el la comarca". La Opinion Coruña. URL: http://www.laopinioncoruna.es/gran-coruna/2009/11/25/director-xacobeo-garantiza-beneficios-economicos-comarca/338049.html Accessed 25.6.2011.

Castellani, V. and Sala, S., 2010. Sustainable performance index for tourism policy development. Tourism Management Vol. 31, pp. 871-880. Elsevier Science Ltd. UK

Castelo Branco, M. and Rodrigues, L., 2007. "Positioning stakeholder theory within the debate on corporate social responsibility". EJBO Electronic Journal of Business Ethics and Organization Studies, Vol. 12, No. 1. pp. 5-15.

Choi, H.C. and Sirakaya, E., 2006. Sustainability indicators for managing community tourism. Tourism Management Vol. 27, pp. 1274-1289. Elsevier Ltd. UK

Collins-Kreiner, N., 2009. "The geography of pilgrimage and tourism: Transformations and implications for applied geography". Applied Geography Vol. 30. 153-164. Elsevier Ltd. UK

Connell, J., Page, S.J. and Bentley, T., 2009. Towards sustainable tourism planning in New Zealand: monitoring local government planning under the Resource Management Act. Tourism Management Vol. 30, pp. 867-877. Elsevier Ltd. UK

Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., Wanhill, S., 2008. Tourism: Principles and Practice. Fourth Edition. Pearson Education Limited. Harlow.

Digance, J., 2003. "Pilgrimage at contested sites". Annals of Tourism Research, Vol. 30, No. 1, pp. 143-159. Elsevier Science Ltd. Great Britain.

Edgell, D.L., Del Mastro Allen, Sr., M., Smith, G. and Swanson, J.R.. Tourism Policy and Planning. Butterworth and Heinemann, Elsevier Ltd, 2008. Oxford.

Euroski Consumer. URL:
http://www.consumer.es. Accessed: 09.07.2011

Figueroa Panisse, A. 10 Aug 2011. Ex-President. ADEGA. E-mail.

Grober, U. February 2007. Deep roots - A conceptual history of 'sustainable development'. Wissenschaftszentrum Berlin für Sozialforschung (WZB). Best.-Nr. P 2007-002. URL:
http://www.umwelttethik.at/download.ohp?id=373. Accessed: 13.07.2011

Hall, C.M., 2008. Tourism Planning: Policies, Processes and Relationships. Second Edition. Pearson Education Limited. Harlow.

Hannam, K., and Atelievic, I, 2008. Backpacker Tourism. Multilingual Matters Ltd. UK

Liu, C.H., Tzeng, G.H., and Lee, M.H., 2011. "Improving tourism policy implementation – The use of hybrid MCDM models". Tourism Management Vol. 10.1016. pp. 1-14. Elsevier Ltd. UK

Lopez Vazquez, J.A. 6 Jun & 14 Jun 2011. Hospitaliero. Public Albergue of Gontan. Facebook chat.

Mason, P., 2008. Tourism Impacts, Planning, and Management. Second Edition. Elsevier Ltd. London.

Mayers, M.D., 2009. Qualitative Research in Business & Management. SAGE Publications Ltd. London.

Memoria Xacobeo 2010. Xunta de Galicia.

Miller, G., Rathouse, K., Scarles, C., Holmes, K., and Tribe, J., 2010. "Public understanding of sustainable tourism". Annals of Tourism Research, Vol. 37, No. 3. pp. 627-645. Elsevier Science Ltd. Great Britain.

Murray, M. and Graham, B., 1997. Exploring the dialectics of route-based tourism: the Camino de Santiago. Tourism Management. Vol. 18. No. 8. pp. 513-524. Elsevier Science Ltd. UK

Page, S. J., 2009. Tourism Management: Managing for Change. Third Edition. Elsevier Ltd. Oxford.

Panyik, E., Costa, C., and Rátz, T., 2011. "Implementing integrated rural tourism: An event based approach". Tourism Management Vol. 32, pp. 1352-1363. Elsevier Ltd. UK

Pedersen A. 2002. Managing Tourism at World Heritage Sites: a Practical Manual for World Heritage Site Managers. UNESCO World Heritage Centre. Paris, France.

Pickard, R., Estévez, X., 2001. Management of Historic Centers. Spon Press. London.

Pilgrim's Office in Santiago de Compostela webpage. URL: http://peregrinossantiago.es. Accessed: 12.07.2011

Polín, R. 7 Aug 2011. Associate. ADEGA. Phone.

Prado, H.L. April 2005. Cultural route tourism: The Case of El Camino de Santiago. American University. URL: http://www1.american.edu/ted/spain-tour.htm. Accessed: 25.12.2010.

Raj, R. and Morpeth, N.D., 2007. Religious Tourism and Pilgrimage Festivals Management. An International Perspective. CAB International. Wallingford. UK

Sanagustín Fons, M.V., Fierro, J.A.M., Patiño, M.G., 2011. "Rural tourism: A sustainable alternative". Applied Energy Vol. 88. Pp. 551-557. Elsevier Ltd. UK

Sharpley, R., 2009. Tourism Development and the Environment Beyond Sustainability. Tourism, Environment and Development Series. Earthscan. London.

Resort municipality of Whistler. 2007. Whistler 2020 – Moving Towards a Sustainable Future (Second edition).

Royal Decree 1431/2009, 11 September (BOE, 29 September 2009) "Regulating the reorganization of the council of St. James". Ministry of Culture. D.L.: M-1/1958 – ISSN: 0212-033X. URL:

http://www.boe.es. Accessed: 06.02.2012

Salgado Blanco, M. 19.10.2011. Head of Education Service for Sustainability. Ministry of the Environment and Sustainable Development of Xunta de Galicia. Santiago de Compostela.

Silverman, D., 2011. Qualitative Research. Third edition. SAGE Publications Ltd. London.

Tao, T. and Wall, G., 2009. "Tourism as a sustainable livelihood strategy". Tourism Management Vol. 30, pp. 90-98. Elsevier Ltd. UK

The Cathedral of Saint James (La Catedral de Santiago). URL: http://www.catedraldesantiago.es. Accessed: 17.07.2011

The Centre for Tourism Studies and Research (CETUR). URL: http://www.usc.es/cetur/ Accessed: 17.07.2011

The Federation of Associations of Friends of the Camino de Santiago. URL: http://www.caminosantiago.org Accessed: 17.07.2011

Tresserras J. 2007 "El Camino de Santiago: la gestión sostenible un itinerario cultural transnacional " Universitat de Barcelona, Montalegre, 6, E-08001-Barcelona. URL: http://www.fundacioabertis.org/rcs_jor/pdf_tresserras.pdf Accessed: 09.07.2011.

Troitiño Vinuesa, M.A. and Troitiño Torralba, L., 2010. "Historic cities and tourism: Functional dynamics and urban policy". The Open Urban Studies Journal, volume 3, pp. 47-57. Elsevier Ltd. UK

Turgalicia 2011. URL : http://www.turgalicia.es/mapasgalicia/mapasgcs.asp?ctre=mapacam&cidi=I&menu=12&subMenu_1=5) Accessed: 17.10.2010

UNWTO. 2004. Indicators of Sustainable Development for Tourism Destinations: A Guidebook. URL:
http://www.e-unwto.org: Accessed 13.06.2011

Vila, M., Costa, G., and Rovira, X., 2010. "The creation and use of scorecards in tourism planning". Tourism Management Vol. 31, pp. 232-239. Elsevier Ltd. UK

Xacobeo 2010. "Principles of Xacobeo 2010". URL:
http://programacion2010.xacobeo.es/en/10-caminos-para-vivir-xacobeo-20110.
Accessed: 20.10.2010

Xacobeo 2010. "Values of Xacobeo 2010". URL:
http://programacion2010.xacobeo.es/en/10-caminos-para-vivir-xacobeo-2010.
Accessed: 20.10.2010

Xacobeo 2011. "A Festa Dos Mundos". URL:
http://afestadosmundos.xacobeo.es/produccion-sostenible.
Accessed: 26.02.2012

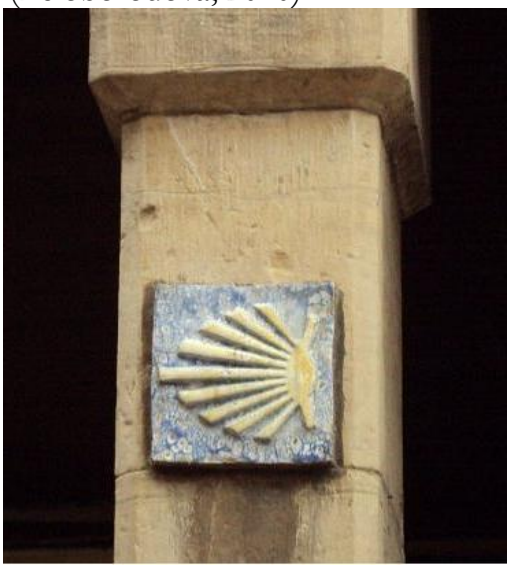
Attachments

Attachment 1. Photos

A) La Compostela (Kunaeva M., 2010)

B) Finisterre (Beloborodova, 2010)

C) Directions indicator Concha (Beloborodova, 2010)



D) Credencial (Kunaeva M., 2010)

E) Hostel voucher

F) Public albergue in Arzua (Xacobeo, 2011)

G) Pilgrim's office in Santiago de Compostela (García, 2010)

H) La Catedral De Santiago (Kastro, 2011)

I) El Botafumeiro (Disfruta Santiago, 2011)

Attachment 2. Photos

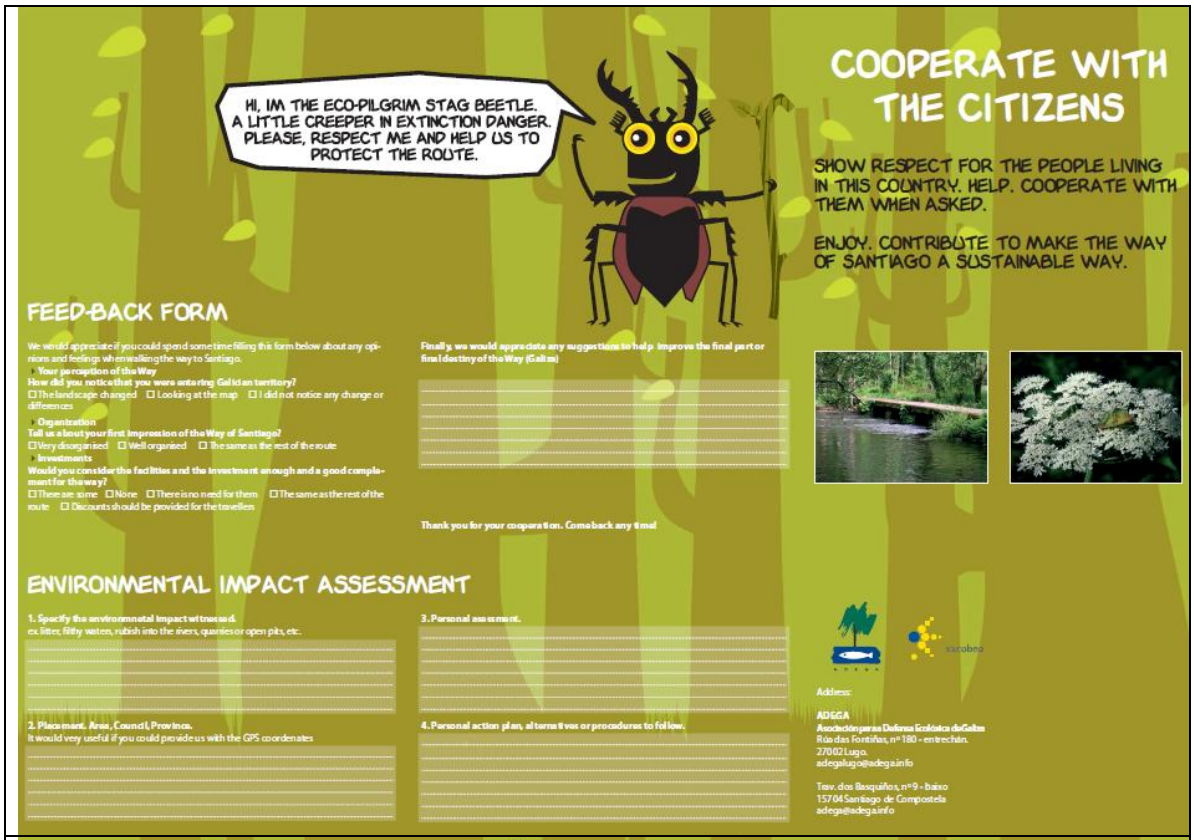
A) Male monastery along the route. Also functions as hostel. (Beloborodova, 2010)

B) Concha on the ground indicating the route. (Kunaeva L., 2011)

C) Typical Galicia's food (Kunaeva M., 2010)

D) Northern route of the Camino de Santiago (Kunaeva L., 2011)

Attachment 3. Eco-Pilgrim's guide (Adega 2010)



Attachment 4. Interview questions

1) Que dificultades relacionadas con el desarrollo sostenible se presentan?
   Which are the challenges related to sustainable development are present along the routes?

2) Actividades que se desarrollan para el cuidado del medio ambiente y bienestar socio-cultural?
   Describe the activities developed for preserving the environment and socio-cultural wellbeing?

3) Instrumentos o mecanismos que se utilizan?
   Which are the instruments and tools used for its conservation?

4) Objetivos a corto y largo plazo?
   Which are the short and long terms objectives?

5) Logros conseguidos hasta ahora?
   Describe the success of the project so far?

6) Que organismos públicos y privados intervienen en el proyecto-desarrollo de la sostenibilidad?
   Which actors are involved in the project?

7) Que implicación tienen las organizaciones públicas en el desarrollo del turismo sostenible en la región?
   Which is the role of these actors?

8) El compromiso de cada organismo en este proyecto?
   Describe the commitment of these actors to the project?

Attachment 5. Contacts

Date	**Contact method**	**Organization and contact person**	**The reply**
13.06.2011	phone	Xacobeo/Secretary	Was asked to send the request via e-mail, as the secretary did not have any information regarding what a plan for sustainable development.
13.06.2011	Phone, e-mail	ADEGA/Secretary	Have received the sustainability guide.
16.06.2011	contact form on website	Xacobeo	No reply
23.05.2011, 5.07.2011	e-mail	Tourespaña/Head of the area of Sustainable Tourism	No reply
7.07.2011	e-mail	CETUR/researcher	Was offered information on tourism studies and economic impacts done before 2009
13.07.2011, 17.07.2011	e-mail	Turespaña Helsinki/Director and assistant	18.07.2011 Was provided by assistant with contact in Xacobeo. 12.08.2011 Was told by director at the moment Xacobeo is experiencing reorganization and they would contact me once it is possible to interview someone, however, no reply
14.07.2011	phone	Xacobeo/Secretary	Was provided with the e-mail of secretary of ex-president of Xacobeo, currently the head of project "La Fundación Cidade da Cultura"
17.07.2011	Linkedin.com	Xacobeo/ex-presidente	No reply
18.07.2011	e-mail	Xacobeo/Promotion	No reply
21.07.2011	e-mail	La Fundación Cidade da Cultura/Secretary	Was informed to contact Xacobeo
27.07.2011	phone	ADEGA/secretary	Was asked to send the request via e-mail
27.07.2011	e-mail	ADEGA/ex-president of the association.	Adela Figuerola has contacted via e-mail on 28.07.2011 with positive outcome and suggestion of two possible persons to be interviewed.
04.08.2011	e-mail	ADEGA/current president	No reply

25.09.2011	contact form on website	Xunta de Galicia/ Ministry of the Environment and Sustainable Development	28.09.2011 was informed to contact Xacobeo
25.10.2011	e-mail	Xacobeo/Marketing	Xacobeo has provided information about social aspect on the Camino de Santiago.
25.10.2011	e-mail	Xacobeo/Secretary	A contact regarding the possibility for interview with managing director of Xacobeo. 03.11.2011 a reply that interview is possible.
16.02.2012	e-mail	Xacobeo/Secretary	Have sent a request if the interview is still possible.