TOURISM IN THE DRENTSCHE AA

Bachelor's Project – University of Groningen – Faculty of Spatial Sciences

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Abstract

National Park Drentsche Aa is one of the National Parks in The Netherlands where CSOs collaborate for reaching an united goal. It is a park with inhabitants which makes it a special type of National Park. This special feature, together with the unique landscape and nature ensures visitors every year. Consequently, some irritation has appeared between the different players in the National Park. In order to find out what this friction is and how to solve it through collaboration, the following research question has been formulated: *'How are Civil Society Organizations working together on tourism in National Park Drentsche Aa?'* A total of six CSOs have been interviewed. The results show that citizens are not content with the a big number of visitors in the village. However, the entrepreneurs are pleased with the amount of visitors. Moreover, there is also an argument about the maximum carrying capacity of the National Park as there are some parts more vulnerable. With these issues facing the Drentsche Aa, there are many challenges for the CSOs. One of these challenges is working together. There are multiple CSOs in the area that serve different interests being preserving nature, maintaining the water system, developing tourism, representing and preserving the villagers and farmers, and administer information. Meaning, the CSOs have different views upon the development of tourism in the National Park. Furthermore, there is the challenge of working with the government, the province and the municipalities. Many organizations need the province or municipality to pass their ideas and for funding of the organization.

1.Introduction

1.1 Background

National Park Drentsche Aa is an exceptional area. The exceptional feature is the inhabitants of the National Park (Drentsche Aa, n.d.). Since 2015, the area has been recognized as a protected area under the name National Beek- en Esdorpenlandschap Drentsche Aa becoming one of the twenty National Parks in The Netherlands. Different types of touristic activities results in many tourists visiting the area. However, farmers and villagers in the area have already stated that they find the amount of tourists in the area too many. They experience problems when it comes to this topic, such as dividing budget and handing over land for touristic purposes (Boerderij, 2009). However, Fleischer and Tchethik (2003) describe tourism in the area of agricultural activities to be stimulating instead of harmful.

The organization of the park is being led by the consultative body where some Civil Society Organizations (CSOs) and the government are included. The consultative body is making decisions for the future of the National Park, such as its role for the surrounding area. The CSOs are serving different interests and have different functions in the park being preserving nature, maintaining the water system, developing tourism, representing and preserving the villagers and farmers, and administer information. The main organizations in the area, which are also included in the consultative body, are Agriculture and Horticulture Organization, Recreation Board, Recreation Entrepreneurs, Broad Consultation Group Small Villages, Water Authority, Staatsbosbeheer, Nature- and Milieu Federation Drenthe, and Water Company Groningen. While serving their interests, it becomes harder to serve the interest of tourism likewise. When looking at the impacts tourism can have on an area, the organizations want to minimize the impacts on these interests. However, CSOs only have an advising role and are not responsible for tourism in the area. Rather, they try influencing tourism to protect or enhance their field of interest. Without working together, the CSOs will protect individually instead of collectively which will make a greater difference.

Currently, The Netherlands has more non-profit sectors than other countries around the world, according to Johns Hopkins Comparative Nonprofit Sector Project (Salamon et al., 2004). This is why this sector is a major contribution in the Dutch economy (Brandsen & Pape, 2015). Mainly, the non-profits in The Netherlands are either associations or foundations. Within the government, there is no registration of existing non-profit organizations. As a result, the most intervention of government in this sector is by funding (Brandsen & Pape, 2015). The non-profit organizations are very influential, but there is no way of measuring this as most contact or networks for these organizations are informal (Lelieveldt, 1999).

1.2 Research problem

This research ought to find out how the CSOs of the Drentsche Aa are working together to shape tourism in the National Park and to explain the concepts of tourism and CSOs in context of the Drentsche Aa using secondary literature and own empirical research. By the elaboration and answering of the research question, it is assumed that the CSOs are not working together, yet, and there is no communication about tourism. Therefore, the use of working together will mean the communications between the CSOs about tourism. This leads to the following research question:

'How are Civil Society Organizations working together on tourism in National Park Drentsche Aa?'

An attempt will be made to answer this research question using secondary questions:

1) What role(s) do the CSOs play?
2) What is the effect of tourism on the Drentsche Aa at the moment?
3) Which challenges are CSOs facing concerning the Drentsche Aa?
4) How are the CSOs solving these challenges?

1.3 Structure

The theoretical framework of the research is forming chapter 2. In this chapter, the useful existing literature about tourism, CSOs and these concepts specifically in the Drentsche Aa will be discussed. In chapter 3, the methodology of the research is being described together with the data collection method and analysis. Additionally, chapter 4 will present and discuss the results of the research. All explanations of the questions presented before will be discussed here. The last chapter, chapter 5, will make conclusions from all the results and give an answer to the central question. Finally, limitations and recommendations for further research will be given.

2. Theoretical framework

2.1 Tourism

"Tourism includes all travel that involves a stay of at least one night, but less than one year, away from home." (Franklin, 2003, p. 27). This is the widely used definition of the United Nations World Tourism Organization (UNWTO) to describe the concept of tourism. Meaning that day trippers going to the Drentsche Aa are not seen as tourists. However, Mathieson and Wall (1982, p.149) apply a more general definition: "the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations and the facilities created to care to their need".

Tourism in itself is a very wide term to use. Therefore, UNWTO has brought different types of tourism within the literature. In the context of the Drentsche Aa, the type of tourism best applicable to this area is rural tourism (UNWTO, 2017). This means that the visitors of the National Park are experiencing a non-urban experience with nature-based activities containing agricultural and a rural lifestyle. However, Bramwell and Lane (1994) define rural tourism as all activities that include farms, nature, adventure, health, sports and heritage taking place in the countryside. (Bramwell & Lane, 1994 as cited in Su, 2010).

2.1.1 Effects of Tourism

When receiving many visitors at once it could cause harm to the surrounding area or provide opportunities. These impacts can be physical, economic and social.

Physical impacts

When a country or region has been visited by a considerable amount of tourists annually, a maximum carrying capacity can cease this tourist mass (Theobald, 2005). Carrying capacity is the maximum amount of visitors in one area that would still be acceptable to not deteriorate the environment (McCool & Lime, 2001; Getz, 1983). However, McCool and Lime (2001) state that carrying capacity is an 'illusion for control'. Yet, the fact stands that many tourism activities can harm the environment at a tip point where the amount of visitors has to reduce (Theobald, 2005). Additionally, Cohen (1978) adds that people in general are getting accustomed to more luxury and also expecting this at their destination which will transform the natural/cultural site in a negative way. Likewise, the intensity of the use of the site also brings negative physical impacts in the park (Cohen, 1978).

Economic impacts

Archer, Cooper and Ruhanen (2005) point out that tourism produces revenue and income in the local economy and therefore brings more economic activity into the area. Especially in smaller regions, it is very likely that this revenue gained from tourism will be spent elsewhere in the country which means that the money is leaking out of the region (Archer & Cooper & Ruhanen, 2005). Another positive economic effect of tourism is that it remains easier for local stores and crafts to exist (Archer & Cooper & Ruhanen, 2005).

Social impacts

Pizam (1978) argued that many visitors in one area can lead to negative host attitudes and this is generally concerning noise, litter, overcrowding and high prices (Rothman, 1978). However, there are also advantages regarding tourism, such as improvement of infrastructure (Belisle & Hoy, 1980) and an increase in employment opportunities (Milman & Pizam, 1988; Rothman, 1978).

2.2 Civil Society Organisations

An organization for civil society means an organisations for the people (Livioara, 2009). CSOs are an important stakeholder in many developed and underdeveloped countries (European Commission, n.d.) and it is the place where change in local development is visible (PWC, n.d.). An example of these are Non-Governmental Organizations (NGO's). These organisations are close to the local situation and the inhabitants. Therefore, Smismans (2008) describes CSOs as "important actors who can realise the promise of participative research, responsive to the real world" (as cited in Rainey, Wakunuma & Stahl, 2016, p. 1990). These authors also state that policymakers and individuals are generally happy with these organizations. CSOs can be involved for many reasons which is mostly to represent the citizens in their preferences and let their voices be heard (Rasmussen & Reher, 2019).

Najam (2000) puts the role of CSOs in a different perspective. This author is arguing the different types of partnerships a CSO can have with the government. This is the Four-C's Model and it includes cooperation, confrontation, complementarity and co-optation (Najam, 2000). Depending on the agreement of goals and the agreement of the strategy to reach that goal, the collaboration can be either four of the partnerships. Next to collaborating among CSOs, they collaborate with the government as well, especially when the CSOs are funded by the government. Therefore, a suitable type of relationship needs to be identified. Table 1 shows the typology.

| | | Goals (Ends) | |
		Similar	Dissimilar
Preferred strategies (means)	Similar	**Cooperation** A cooperative relationship is likely when, on a given issue, government agencies and nongovernmental organizations not only share similar policy goals but also prefer similar strategies for achieving them. Essentially, there is a convergence of preferred ends as well as means.	**Co-optation** A co-optive relationship is likely when governmental and nongovernmental organizations share similar strategies but prefer different goals. Such situations, based on divergent goals but convergent strategies, are often transitory.
	Dissimilar	**Complementarity** A complementary relationship is likely when governmental and nongovernmental organizations share similar goals but prefer different strategies. Essentially, they have divergent strategies but convergent goals.	**Confrontation** A confrontational relationship is likely when governmental agencies and nongovernmental organizations consider each other's goals and strategies to be antithetical to their own-essentially, total divergence of preferred ends as well as means.

Figure 1: Four-C's model (Najam, 2000 as cited in Butkevičien & Vaidelyt & Šnapštien, 2010, p. 39)

Young (2000) also created different ways in which CSOs can be involved with the government. He distinguishes three different ways:

- Non-profits as supplements to government
- Non-profits and government as complements
- Non-profits and government as adversaries

The typology of Young (2000) and Najam (2000) both describe a way in which CSOs can be involved with the government. When Young (2000) is describing complements, it is the same when Najam (2000) describes complementarity. Further, this is the case with the concepts of adversaries and confrontation. However, from these two typologies it becomes clear that Civil Society Organizations have a close tie with the government.

2.2.1 Issues and challenges

The key roles to play for CSOs are aiding to deliver services for citizens, empower the disadvantaged, inform the public about problems that are occurring, building community and give expression to different values (Salamon & Sokolowski & Haddock, 2017). This list can become very long, however, the CSOs are there for the communities and help them where needed since many political institutions have limitations. John Hopkins Comparative Nonprofit Sector Project identified some of the main challenges of CSOs. First, people are not viewing the non-profit sector as a sector (Salamon & Sokolowski & Haddock, 2017). People assume that it is covered by social institutions and can, therefore, not see this sector as standing on its own (Salamon, 2010). This author states that the sector remains invisible and is not being identified by the government and policymakers. This also makes people assume that this sector does not have an economic presence. However, this sector is in the top three of biggest industries in the world (Salamon & Sokolowski & Haddock, 2017).

Another challenge for CSOs is the friction between agriculture and nature in the tourism industry. These clashes are affected by the enlargement and development of agriculture (Lambin & Meyfroidt, 2011). Agricultural enlargement takes place at the expense of biodiversity, as natural grounds are opened up for the agricultural sector (Gibs *et al.*, 2010).

2.3 Collaboration among CSOs

There are multiple ways in which NGOs can collaborate. Murray (1998) has identified collaborations based on the interdependence of the organization. On the one hand there is the one-time transaction in which the organizations only share information once. On the other hand there is the merger of two organizations. Similarly, Zajac and D'Aunno (1993) have described relationships based on the degree of autonomy including mergers, joint ventures, leases and acquisitions. Further, Kohm, La Piana and Gowdy (2000) analysed three ways in which NGOs work together: collaboration, alliances and integrations. These authors view the three ways of working together as degrees of how deep they can cooperate with collaboration as a one-time transaction and integration as a merger. Rondinelli and London (2003) note that alliances are vital when acquiring knowledge held by other NGOs.

2.4 Conceptual framework

The conceptual model is a visual representation of the links between the concepts. The different ways of working together have an influence on the CSOs which will decide on the future of the Drentsche Aa. However, the government also has a say in this which will interfere with how the CSOs see the future.
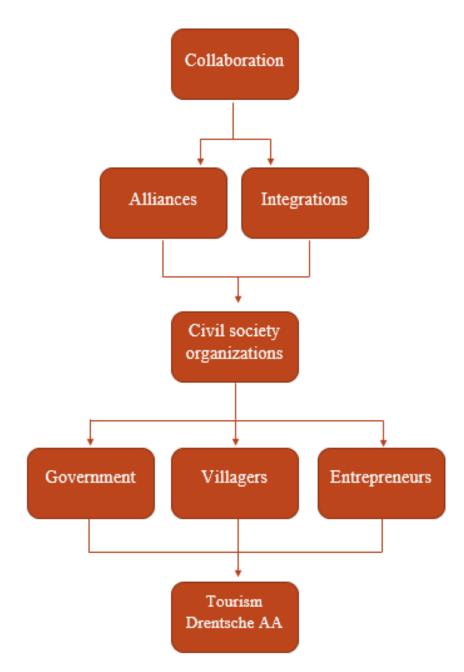

Figure 2: Conceptual Model (De Winter, 2019)

3.Methodology

For this research there was made use of a qualitative research method. With this type of research, it is possible to get a deeper understanding of what the thoughts and motives are and will be useful to expose the story behind the experience (Doody & Noonan, 2013). The type of qualitative research method that will be used is the semi-structured interview (Clifford, Cope, Gillespie & French, 2016). By using semi-structured interviews, the participants will answer in his or her own words. Furthermore, the semi-structured interview gives room to ask different questions to different people (Veal, 2011) since every organization will have people working on the National Park on a different level. Additionally, there will be room for follow-up questions (Doody & Noonan, 2013).

The participants are CSOs and organizations working closely within the Drentsche Aa. 6 organizations have been interviewed. The interviewed organizations can be found in table 1.

Name of organization	Type of organization	Position of interviewee	Location
Waterschap Hunze & AA's [Water authority Hunze & AA's]	Governmental organization	Area coordinator	Office Veendam
Staatsbosbeheer	Non-Governmental Organization	Forester	Management Unit Oudemolen
Recreatieschap [Recreation Board]	Governmental organization	Director	Office Diever
Brede Overleggroep Kleine Dorpen (BOKD) [Broad Consultation Group Small Villages]	Civil Society Organization	Coordinator project office	Office Assen
Instituut Voor Natuureducatie (IVN) [Institute For Nature Education]	Non-Governmental Organization	Project manager	Visitor centre/office Assen
Land- en Tuinbouw Organisatie (LTO) Noord [Agricultural and Horticultural Organization]	Civil Society Organization	Advisor	Via email

Table 1: Interviewed organizations

The interview guide of this research (Appendix 1) was used with the interviews. The participants have been contacted via email. Mostly, this resulted in a high response rate. Most participants have their office in Drenthe or Groningen (province) which is where the interviews were held. It ensured that the participants were in a comfortable setting that they were familiar with. This location was suggested by the interviewees. One day before conducting the interview, the participants received an information letter which specified the purpose of the research and the content of the interview. Furthermore, an indication of the ethical aspects including the informed consent that was signed before starting the interview the day after.

3.1 Data collection

The interview started with information about the organization and the task of the respondent within that organization. Hence, the respondent will get used to the way the interview will proceed and the question are for warming-up. Further, there were questions about the interest that the organization represents and the importance of this aspect of the National Park. Following up on this is their view of the effects of tourism on the Drentsche Aa and how these effects can be neutralized. When the interview is almost at the end, some information about the relationship between the different organisations and the government was acquired.

3.2 Data analysis

As the interviews are qualitative, no representations of CSOs are made. This can cause issues in the analysis of the data (Clifford et al., 2010). Thus, analysing the collected data will be done through coding (Cope, 2010). Cope (2010) describes this method as appointing tags to categories or themes that are related to the research in order to understand the meaning of the text. The codes will be divided for every research question and assigned a theme that fits the theoretical framework. All codes will have different colours to distinguish them.

After the interviews have been coded, the text with the same colour are clustered in one document. Thus, it is immediately clear which parts belong to which codes. The analysis will be split up in three parts: role of CSOs, tourism in the Drentsche Aa, and challenges of CSOs. The codes which were made earlier will then be put into the category of one of the parts for the analysis.

3.3 Ethics

The information given about the Drentsche Aa is controversial since there is already a small clash between farmers and tourism. Therefore, this information needs to be handled with care. Therefore, it remains crucial that the participants know that the end product will not be made public. The RUG is also working on this National Park. Therefore, they are a partner of all the other stakeholders of the park. Consequently, the organizations are familiar with the RUG and know that the institution will be ethical in their approach. All interviewees will have to sign an informed consent and received an information letter.

4.Results and discussion

4.1 Role of CSOs

This sub-chapter will provide more information on the different interests and the functions the organizations have within the National Park.

Water Authority Hunze & AA's. The Water Authority is responsible for water management. The organization provides sufficient water and water quality concerning drinking water. Tourism in the National Park is mainly due to the natural water stream Aa. Consequently, tourists want to experience these streams. Therefore, ways for viewing this need to be created for the tourists to do this without damaging or decreasing the water quality. One example of this are equestrian tourists who would like to cross the water by going through the water to increase the experience. Yet, this can reduce the water quality. Therefore, the Water Authority is calculating to what extent the equestrians are harmful and explore a fitting solution.

Staatsbosbeheer. The Drentsche Aa mostly consists out of nature and landscapes. These need to be managed and maintained by Staatsbosbeheer. Furthermore, this organization provides cycling and hiking paths where requested. This project is set up in collaboration with the requested party. Additionally, the nature needs to be protected and the tourists need to be made aware of the speciality of the park. One of the projects of Staatsbosbeheer is concerning mountain bike routes. The organizations identifies an increase in the need of the mountain bike routes. In collaboration with the local mountain bike association new routes are created. This meets the needs of the tourists and villagers, but also encourages to stay on the paths.

Recreation Board. The recreation board is interfering in tourism and recreation in the Drentsche Aa. They introduce policies and give advice to other organizations concerning tourism and recreation. Additionally, the organization is a route agency, meaning the responsibility of all routes available in the National Park. Furthermore, they are supporting 35 smaller projects concerning tourism and recreation. One of the projects they have done is Vitale Vakantieparken Drenthe (vital holiday parks Drenthe). This projects supports camping grounds and holiday parks that are not able to support themselves economically. This projects is to support and to develop, not only the economically less favourable establishments. The goal is to bring recreation and tourism up to a higher level in Drenthe.

Broad Consultation Group Small Villages. Due to the fact that there are villages in the National Park, there is an organization that serves the interests of the villagers. The main role of this organization is to give advice to the villagers on projects or issues. The tools are provides by the organization, but the villagers have to carry out their own project. Furthermore, the tourists in the Drentsche Aa would like to visit the villages, but this is not desirable by the villagers. This organization is present at meetings about tourism and is trying to keep the impact for the villagers as low as possible. Additionally, the consultation group communicates the voice of the villagers with the province and other organizations.

Institute for Nature Education. The story of the Drentsche Aa is relatively unknown. For the tourists to understand the National Park, the institute provides guides and information on the park. Additionally, they make an effort to increase the amount of visitors to nature. Thus, the main goal is to provide an understanding of nature. One of the projects that is being run by the institute is to provide guides in the Drentsche Aa. The guides are the entrepreneurs in the National Park. They are explaining the story of the National Park to tourists to create understanding. However, the understanding of the entrepreneurs and where they are working is also increasing. Currently, the story telling project is working and entrepreneurs and villagers also communicate the story amongst one another.

Agriculture and Horticulture Organization. The agriculture organization is serving the interests of farmers in the Drentsche Aa. They are putting the voice of the farmers towards the government and society. The main role of the organization is to give advice to the government on the collaboration of tourism and agriculture. As is with the consultation group, this organization mainly communicates the voice of the farmers. They give advice and support the farmers when assembling with other organizations about land since there is no interest letting nature grow at the cost of agriculture. It is not desirable to let recreation stand in the way of agriculture. Thus, the main goal is to let agriculture not to be overruled by recreation and tourism.
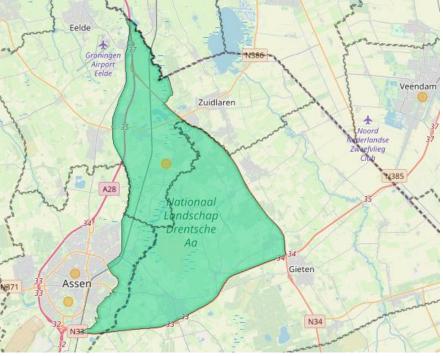

Figure 3: GIS map of Drentsche Aa

The GIS map in figure 3 shows graphical presentation of the area of the national park and the municipalities going through it. Furthermore, the yellow spots represent the interviewed organisations and where they are located.

To conclude, the five main organizations all have their own function within the National Park concerning water, nature, villages or agriculture. However, these organizations have an relationship with tourism concerning the protection, developing, or informing through project and collaborations.

4.2 Drentsche AA and tourism

When analysing the Drentsche Aa and tourism, citizens and entrepreneurs play a vital role in the National Park.

"Recreation and tourism entrepreneurs are very important players, but also the villages" (Staatsbosbeheer).

Hence, entrepreneurs, being the establishments providing for the needs of the tourist during their stay, are an important player regarding the local economy providing revenue and employment. Since the visitors are mostly the citizens of the National Park, the income is mostly spend within the Drentsche Aa repeatedly (Archer & Cooper & Ruhanen, 2005). Alongside this, the majority of citizens is reluctant towards visitors in their villages as well as farmers who are hesitant to providing more land to the tourism industry. This shows that the citizens are willing to visit other parts of the Drentsche Aa, yet are reluctant when other citizens of the area are doing the same in their village.

For instance, the citizens of the villages have decided not to promote their events extensively. They do not want more visitors to arrive and let the village be overcrowded. This supports the discussion of Pizam (1978) and Rothman (1978) concerning the negative attitude towards visitors from the hosts. One of the projects that Staatsbosbeheer is working on is together with the villages. Villagers have indicated they want mountain bike routes. Considering the value of the villages and their citizens, it is valuable to meet their needs as well. The citizens feel more valued when they are being heard which is the case with this project that they are executing in collaboration with Staatsbosbeheer. Seeing the villagers as the visitors of the park, it remains important to hear the voice of the villagers to meet the needs of the tourists, likewise. However, the entrepreneurs have an interest in catering as many visitors as possible. Hence, this contains the friction between the citizens and the entrepreneurs. But, the two parties are also reliable on each other:

"But on the other side it is also, without the tourists, the local supermarket would not have been there" (Recreation Board).

To reduce the conflicting interests between the villages and the visitors. The Institute for Nature Education has set up a new form of guiding in the National Park. Hence, the tourists receive more information on the story behind the National Park and the entrepreneurs will also acquire more knowledge about the area they inhabit. This system works satisfactory, it has shown that people carry the story towards other citizens. This way, the friction between both parties is softened because the understanding has become greater. Moreover, the negative host attitude is reduced as the villagers have an understanding of the reason tourism is present in the National Park. The recreation board and the water authority have argued that they do not have much contact with the citizens. Therefore, they do not know exactly what is happening with the people living there. As a consequence, it becomes hard to go into a direction for development that the citizens also agree with. Meaning that, in order to take the friction away, CSOs have to be more in contact with the villages especially since the recreation board is enhancing tourism. The organizations should not only work with other organizations, but also with the citizens of the National Park. It is necessary for the organizations to have more collaboration (Kohm & La Piana & Gowdy, 2000) with the citizens in the form of an alliance. This can be done through the broad consultation group small villages. This organization has many ties to the villages and can act as a spokesperson. This also improves the communication between the organizations. Nonetheless, when forming an integration (Kohm & La Piana & Gowdy, 2000), the organizations will acquire a deeper understanding of the villagers and will have the villagers to develop tourism likewise in a way that is suitable to their lives.

Next to the villages and tourism, there is nature and tourism. The Drentsche Aa has not reached the maximum amount of visitors that the land can carry, yet. Hence, the carrying capacity discussed by Theobald (2005) has not yet reached its maximum. However, the organizations are much aware of the dangers it can entail:

"And then you arrive at the area of zoning… That [some parts of the area] is a vulnerable area, only for the gourmets and let the other people go somewhere else" (Institute for Nature Education).

These vulnerable areas are mostly off limit for many tourists since the danger of damaging the area is too big. However, this has not been measured since it proves to be extremely difficult to measure this. This can support the statement of McCool and Lime (2001) who discuss the 'illusion of control' in an area. It remains difficult to prove the maximum carrying capacity of one part to be a fact or an 'illusion of control'. For example, there is a vulnerable type of landscape in the National Park. The organizations try to keep the visitors away from that area and promote other parts. However, there are no measurements of it being an actual sensible area. Additionally, many organizations might not be aware of this area having a vulnerable landscape resulting in visitors still visiting the area.

For this purpose, the organizations have to communicate about these issues and collaborate to keep visitors away instead of one organization doing this. Kohm, La Piana and Gowdy (2000) call this collaboration. Only working once with each other in order to reach a certain goal. However, when reaching an overall end goal, the organizations have to start forming alliances (Kohm & La Piana & Gowdy, 2000; Rondinelli and London, 2003) to have more communication between them as has been suggested in the conceptual framework together with integration which indicates a greater understanding of either organizations.

In conclusion, one can say that even though there is not much tourism in the area, yet, there is already some friction between tourism and different aspects of the national park. This is especially with the villages and the citizens that live there, but also between tourism and the nature. In order to improve this relationship, the organizations have to go from collaborating with each other to forming alliances to reach their goal.

4.3 Challenges of CSOs in the Drentsche Aa

In the sub-chapter before, the relationship between tourism and the Drentsche Aa was addressed. Since the CSOs and other organizations are managing the National Park, this also brings challenges. This sub-chapter will discuss the challenges and the solution to these challenges.

The first challenge concerning the CSOs of the National Park is collaborating. As discussed in chapter 4.1, all organisations serve different interests and have different functions. One example of this irritation is between agriculture and nature interest organizations:

"Look, we have agriculture in the area. Agriculture and nature management have been an area of struggle from the past on, well, that is still the case" (Institute for Nature Education).

What this extract here indicates is how long the friction between agriculture and nature has been going on and the organizations are still trying to address the issue. This suggests that the conflict that has been going on in many places as highlighted in the literature (Lambin & Meyfroidt, 2011; Gibs *et al*., 2010), is the same situation as what the Drentsche Aa is experiencing. However, in the National Park, there is not the conflict of agriculture taking more farmland, but the nature conservers take farmland to change it to a natural area. This challenge is one that is not going to be resolved soon. However, to mitigate the conflict between the two interests, a plan has been constructed for the next ten years. This plan shows every aspect of the area and what the plans for the National Park are which means no big conflicts about land. However, the discussion remains and the situation between the two parties will keep coming back. The agriculture organization mentioned that the relationship between other organizations is going well. However, other organizations have mentioned this is not the case. As a consequence, the organizations are not viewing the problem in a similar way and not seeing how the relationships are. This suggests that the organizations are not working together, yet, but work against each other. Even though the organizations are working together on some projects as a collaboration, it is important for them to form an alliance (Kohm & La Piana & Gowdy, 2000) with each other and, alike, get a better understanding of their organizations through integration. Of course, this is only to stimulate recreation in the area. However, the organizations also have their primary functions within the National Park which means that tourism is only a small part of their work. It is, therefore, hard to form alliances and integration since it costs time and money to work together on a bigger scale. This asks for reorganizing priorities within the organizations, especially since the tourism sector will grow in the next ten years, according to the recreation board. Therefore, it is of significant value to have all parties on a united goal in order to be able to control tourism.

Alongside the conflict between agriculture and nature, there is the collaboration of CSOs with the government:

"We have a lot of contact with other parties such as Staatsbosbeheer, the Water Authority, province and other parties that do something in tourism and recreation" (LTO Noord).

This organization its description of working together with the province shows that there is convincingly a collaboration (Kohm & La Piana & Gowdy, 2000) between CSOs and the government. Najam (2000) claims that CSOs can have four different types of relationships with the government. For the CSOs working with the government in the case of the Drentsche, the complementary and cooperation relationship are applicable. For instance, the province owns a road that goes through the land of Staatsbosbeheer. On one side of the road were cows grazing. However, on the other side of the road was also land that needed to be mowed every year. If the cows were able to cross the road, mowing became unnecessary and much money would be saved. Consequently, in order for the cows to cross the road Staatsbosbeheer had to speak with the government on this issue. This is an example of a cooperation (Najam, 2000) between an organization and the government. However, this is also only for one time concerning this issue which means that it is a collaboration (Kohm & La Piana & Gowdy, 2000) rather than an alliance (Kohm & La Piana & Gowdy, 2000) which would make the relationship stronger. This is not only the case for Staatsbosbeheer, but other organizations and CSOs also cooperate with the government once rather than forming an alliance. At the moment, the government and Staatsbosbeheer are involved in a project concerning equestrian routes to stimulate this type of tourism. Staatsbosbeheer is creating the paths, but the government is needed to fund this project. Therefore, they need to communicate clearly what is needed to realise a path for equestrians. The conceptual framework shows the interference between CSOs and tourism in the Drentsche Aa by the government which is why they will have to collaborate.

Many organizations also have the challenge of having a budget. Most organizations are being funded by the province to perform their function in the National Park and the rest of the province.

"But since we as Staatsbosbeheer are no longer paid for this [funding paths and routes] by the provinces, there is a lot of pressure. Even my salary" (Staatsbosbeheer).

What Staatsbosbeheer is suggesting, is that funding has been cut by the government because of the crisis and new boards representing the province. This is in line with what Brandsen and Pape (2015) are also arguing about many organizations relying on funding from the government to keep their function alive. Organizations have indicated that it becomes very hard to operate with a low budget. This also means that there is not much room for spending more time on tourism as indicated before in this chapter. The recreation board has ties with the government because of their function under the government. However, when needing a permit, the board has to go through the same paperwork as a citizens would have to. As a consequence, there is more work and less funding. During the crisis, there were many budgets to be cut. This was a consequence for the institute for nature education. This organization is not as much on the foreground which resulted in the government to cut them out entirely. However, the institute has a critical role in the National Park being to present the Drentsche Aa and bring tourists in who can hear the story of the landscape.

All in all, one can say that, even though the CSOs work together, some challenges for the CSOs remain. Collaborating is one of the biggest challenges for the CSOs. All organisations serve different interests, that makes it a challenge to come with different ideas that everyone will be able to agree with. Furthermore, CSOs have to work with the government as well and they rely on the funding for their projects and salary.

5. Conclusion

National Park Drentsche Aa is a special area comparing it to the rest of The Netherlands. Coming with this are CSOs and organizations serving different interests. However, there is one goal in the field of tourism. The role of the CSOs is very diverse. They all represent different functions and want to protect the park.

The results show friction between tourism and the National Park which is what Pizam (1978) and Rothman (1978) also elaborated on. However, the National Park has no carrying capacity, yet, while parts are already vulnerable for tourists. Therefore, the CSOs need an agreement on the balance of the park, as many more tourists are expected to visit the park. This requires an alliance rather than a collaboration between the citizens and the CSOs, but also between other organizations and CSOs.

Concerning the challenges of the CSOs, one can say that it remains a challenge to let the organizations communicate about their views on tourism. All the organizations, including CSOs, serve different interests and want to protect that part of the National Park. The CSOs are doing this by collaborating, but they should form an alliance (Kohm & La Piana & Gowdy, 2000). Additionally, CSOs are working with the government to let ideas and solutions work. Najam (2000) constructed the four C's model where cooperation and complementary are the ways to describe the relationship between government and CSOs together with being supplements (Young, 2000). However, there are time constraints and funding is coming from the government who are not providing sufficiently to let the CSOs work on tourism.

The sub-questions answered above are all together the answer for the main research question: *'How are Civil Society Organisations working together on tourism in National Park Drentsche Aa?'* The CSOs are all very closely related to the National Park and are working on this area on a daily basis. However, working together is on a one-time basis which does not let them communicate as it should be. They have to form an alliance and integrate with organizations, the government, and citizens and communicate in an appropriate way.

5.1 Limitations

During data collection, limitations were identified. First, the time limit for conducting the research was small. Together with the organizations who are not fast at responding or not having time for an interview, it became a challenge to find organizations for the interviews. With more time for the research, it would have been possible to interview more organizations. Because of the time limit, there was no time to interview the citizens, farmers and entrepreneurs, likewise.

5.2 Recommendations for further research

This research has mainly focused on CSOs working together for tourism in National Park Drentsche Aa. However, no attention has been paid to what tourism in this park entails. While interviewing, some organizations have given information regarding tourism, so this requires some further research. Additionally, as was said before, no attention was paid to citizens of the National Park. Accordingly, their point of view on the National Park and on the CSOs that represent them is also interesting.

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Appendix

Appendix 1: Interview guide

Interview guide	
Intro	I introduce myself Thank you for your time. Everything is completely anonymous. I sent you the informed consent already, do you have any questions about this? Do you agree with everything?
Goal of the interview	To get a clear picture of what is happening in the Drentsche AA, in particular concerning tourism and what the causes and effects are.
Subjects	- Importance of presence of [feature] - Effects of tourism on [feature] - What can and cannot be done about it
Anonymity and confidentiality	This interview is anonymous. No names will be used if it is not agreed. The information will only be used for this project. The results will not be made public.
Early stop	If you decide to stop the interview during, I will immediately stop.
Recordings	I have my phone with me to record this interview. In the informed consent you could agree with this/or not. Therefore, I will… But we will make notes at all times. Recordings do not mean video.
Tasks	I will conduct the interview and try to make notes.

Key topics	Key questions
1. General • Organization • Job within organization	Can you tell something about the organization you work for? • Main mission, daily issues, what do people think this organization is Can you tell something about you tasks within the organization? • Daily tasks, role you play
2. Importance of presence of [feature] • Function of [feature] • Tourism	What is the function of [feature] in this area? • How does it help the area? • What drawbacks of [feature] are there? Is the tourism in the Drentsche AA partly because of [feature]? • How, what do tourists want to see

3. Effects of tourism • On [feature] • On people	What effects does tourism have on [feature]? • Positive, negative, for economy, What do the people think about tourism in the area? • Emotion
4. What can or cannot be done about it • Role of CSO's • What do you do about it	Is there a role you play in the tourism part? • What are you doing? • Are your ideas along the same line? If yes, what are you doing about this? • What are you restraints? (political/social) • How helpful is the government in what you want to achieve? If not, why not? • Is this something you would want?
5. Closing	Do you have anything you would like to add?
Thanking for the interview	We would like to thank you for your time. We hope you have the feeling you were able to tell us everything you wanted.