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1 Executive summary

This document is the final deliverable of Activity A3.8 of the CASTWATER project. It provides the methodology, guidelines and tools for the conduction of self-evaluation on the part of public authorities (PAs), to assess and improve their efforts to develop and implement policies regulating and supporting water sustainability in tourism businesses, SMEs and in general, the tourism sector.

The document starts by presenting the purpose and function of the self-evaluation methodology, and explains that it will be based on the document [“The Common Assessment Framework \(CAF\) Improving Public Organisations through Self-Assessment”](#) (2013) (CAF hereafter). This deliverable explains the rationale of conducting self-evaluations and proceeds to outline the key criteria for self-assessment proposed by the CAF. The proposals of the CAF are combined in Section 3 with the presentation of the principles to be applied in the CASTWATER self-evaluation processes.

Section 4 presents the guidelines to conduct the self-evaluation. It is explained that the document will set forth a self-assessment process derived and inspired from the CAF, integrating criteria with thematic relevance to the content of the CASTWATER deliverable “D3.8.1 Learning and knowledge resources on sustainable tourism water management for PAs”. Furthermore, it is presented that the criteria will be applied through the use of a questionnaire. Instructions are provided to ensure that respondents will be able to provide an overview of policy making in the field of water management by the tourism industry.

Section 5 presents in detail the criteria used in the self-evaluation process. PAs will evaluate their functions in terms of:

1. Their leadership’s commitment and capability to improve water efficiency in the tourism industry.
2. Their capability to plan improvement in policy making effectively which ensures the achievement of water sustainability in tourism.
3. The efficiency of their policy making in terms of providing the necessary knowledge about water efficiency to their own and tourism business personnel.
4. Their capability to develop and maintain partnerships for the efficient use of water resources, and to resolve any conflicts.
5. The efficiency of their policy making and policy implementation processes.

Section 6 presents the questionnaire to be used for the self-evaluation, including the questions addressing all the aforementioned criteria.

Finally, Section 7 presents the evaluation methods of the results across all this process including:

1. The methods to score answers provided by respondents in the questionnaire.
2. The scoring grid with detailed instructions on how to score the answers to each question.
3. The methods used to evaluate the results and reach the necessary conclusions, including calculating and preparing the following two indicators:
 - a. The Total Cumulative Score, integrating scores from the answers to all questions, thereby providing a quick overview of PAs' performance.
 - b. The Assessment Matrix, providing a table with different scores from the sum of answers to the questions for each criterion. The matrix can provide a clear image of which changes PAs need to do to satisfy each criterion separately.

2 Purpose & function

This methods manual is designed to support public organisations' own self-assessment activities and training planning. Self-assessment can be defined as a process which constitutes the first essential step in a cyclical process of bringing about change and improvement. It is based on professional reflection, challenge and support among practitioners. In the case of organisations, public or private, professional self-reflection can be described as a process of examining to what degree each public organisation satisfies specific criteria having to do with a) the characteristics and structure of the organisation, and b) the results these characteristics & structure generate. The CASTWATER self-assessment manual is developed in line with this premise, following the self-assessment model of the Common Assessment Framework (CAF)¹. The Common Assessment Framework (CAF) is a total quality management (TQM) tool developed by the public sector for the public sector, inspired by the Excellence Model of the European Foundation for Quality Management (EFQM). Total quality management can be described as²:

“a business level strategy ... [with] ... components of process and content.”
Establishing that TQM is a business level strategy is important because it is at the business level where competitive advantage occurs. Content describes what the strategy does. In the case of TQM, for example, it can include improving product quality to help increase sales and revenues (Reed et al., 1996), or reduce risk (Kroll et al., 1999). Process, however, is concerned with how the strategy is implemented. For TQM, that can include things like the use of teams to iron out inefficiencies in manufacturing processes. Competitive advantage is the outcome of a strategy that generates increased value for a firm, relative to its competition, and sustainability is present if the increased value remains when competitors stop trying to imitate the advantage (Barney, 1991).”

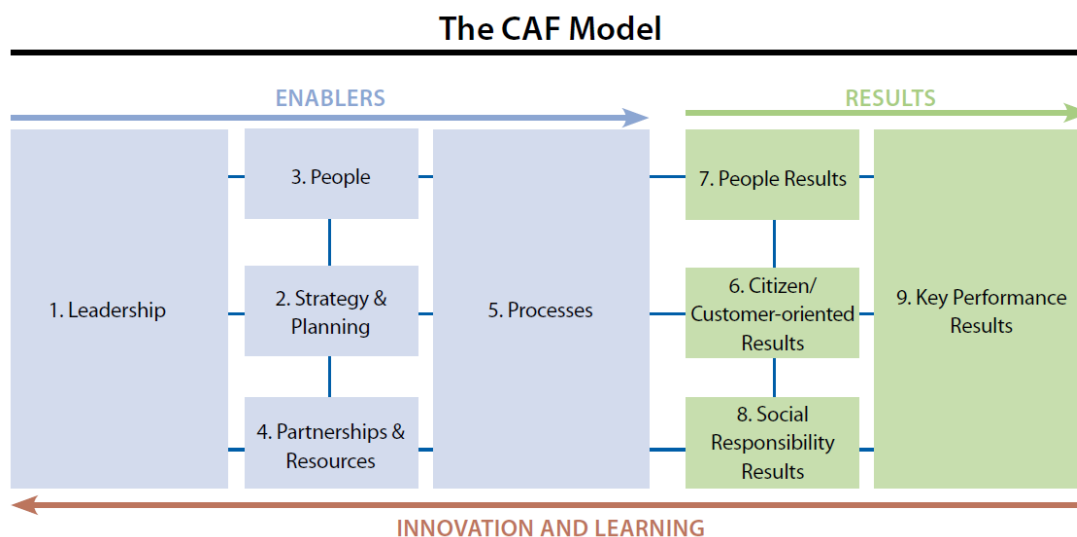
As can be seen, TQM is defined as a business (or in the context of this document organisational) strategy which provides a competitive advantage, i.e. that generates sustainable increased value for the organisation. Hence, TQM is a quality management approach that links key features of each organisation with its performance and results. Starting from this principle the EU CAF has been developed as a self-assessment tool that

¹ http://ec.europa.eu/eurostat/ramon/statmanuals/files/CAF_2013.pdf

² <http://hadjarian.com/reghabati/1-s2.0-S108485680000109-main.pdf> , p.6

applies categories of criteria in the assessment process directly addressing the characteristics of the organisation and the results the latter generate. These criteria are highlighted in the following figure³:

Figure 1: EU CAF assessment criteria categories (CAF, 2013)



The figure reveals that assessments should be conducted by firstly examining key characteristics of organisations such as their leadership, people, strategy & planning, partnerships & resources, and the processes it applies. These characteristics will be hereafter called enablers, since they lead to specific results. These results affect people in general, citizens and their relation with the organisation, the social responsibility of the organisation, and general performance in key functions. The examination of these results and whether or not they satisfy specific criteria comprises the second part of self-assessment. The CASTWATER self-assessment tool will focus mostly on the enablers' criteria, mainly for three reasons:

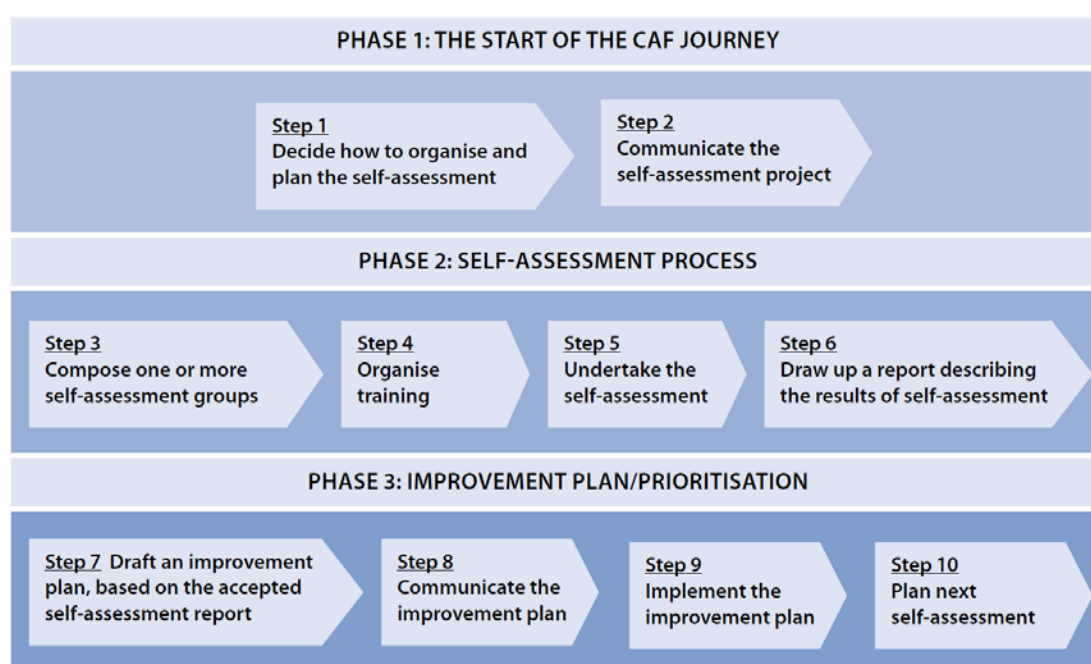
1. Policy making dedicated to improving water sustainability in tourism SMEs and businesses in the Mediterranean is still in its infancy hence, it would be difficult to find appropriate data for policy results and difficult to arrive to any concrete conclusions.
2. Policy making to increase water sustainability in tourism is by definition a socially responsible procedure since water scarcity will be a key threat to Mediterranean societies in the later 21st century.

³ http://ec.europa.eu/eurostat/ramon/statmanuals/files/CAF_2013.pdf, p.9.

3. Policy making to increase water sustainability in tourism includes by definition the promotion, support and advancement of awareness raising and training procedures for touristic businesses' personnel and tourists, so as to change their behaviour and render it more water efficient. Thereby, the results on people by such policy initiatives are expected to lead to some improvements in the ways they use water.

Finally, public administrations undergoing self-assessment should take into account the fact that, to be effective, self-assessment should not be considered a momentary action, but rather a process with multiple steps, as can be seen in the following figure⁴:

Figure 2: Steps to conduct self-assessment (CAF, 2013)



According to the figure above, the implementation and utilisation of a self-assessment process congruent with CAF principles can be further analysed in three phases. Phase 1 deals with the planning of the self-assessment process within the organisation. After planning is completed, its results should be communicated to all interested members of the organisations so as to raise awareness about the self-assessment procedures and to collect all necessary information. Phase 2 refers to the implementation of the self-assessment process and, more precisely, to a) the collection of self-assessment information from all key target groups of the organisation depending on its structure, and b) the reporting process of this information to those responsible for the self-assessment process within the

⁴ http://ec.europa.eu/eurostat/ramon/statmanuals/files/CAF_2013.pdf, p.13.

organisation. Finally, Phase 3 refers to the derivation, communication & implementation of an improvement plan for the organisation, as well as to the planning of the next self-assessment process. This procedural manual will:

1. Provide mediterranean public authorities with the necessary tools to cover all aspects of Phase 1, i.e. instruct them how to organise, implement and provide information about the self-assessment process.
2. Deliver the tools to carry out the self-assessment process (Phase 2) in the form of templates with questions for the self-assessment, as well as the corresponding guidelines to answer them.
3. Undertake an evaluation system of the self-assessment itself, allowing PAs to understand their progress so far in regulating efficiently water uses in tourism.

3 Self-evaluation principles

To start the self-assessment process implies that it is necessary to lay its ‘foundations’ in order to provide the principles upon which self-assessment processes will be based. The CASTWATER self-assessment manual will follow the example of the CAF and base its self-assessment processes on the principles found in the figure below⁵:

Figure 3: CASTWATER self-assessment principles (CAF, 2013)



Nevertheless, since the above principles are based on the self-assessment principles used in the CAF, it is necessary to adopt the self-assessment to be more case-specific to the CASTWATER aims in order to ensure an enhanced self-assessment protocol for promoting water efficiency in tourism. Hence, the case-specific principles proposed for the CASTWATER self-assessment are the following:

- Principle 1/Results orientation:** All self-assessment procedures undertaken by public authorities regulating water efficiency in tourism should be aimed towards achieving specific results, i.e. towards increasing the amount and effectiveness of

⁵ http://ec.europa.eu/eurostat/ramon/statmanuals/files/CAF_2013.pdf, p.11.

measures taken by tourism operators and public authorities to achieve water sustainability in tourism.

- **Principle 2/Citizen/Customer focus:** Self-assessment procedures should take into account the needs of both tourism operators or stakeholders on the one hand, and the regional/local public authorities regulating tourism on the other. All public and private tourism stakeholders should be involved in the process of developing relevant regulation and improving their performance with respect to water efficiency.
- **Principle 3/Leadership and lasting purpose:** Moving on from principle 2, stakeholder involvement should be accompanied with a persistent focus on achieving water sustainability in tourism in a changing environment. Public authorities need to have clear targets and also create and maintain the regulatory environment in which tourism stakeholders can become fully involved in increasing the efficiency in their use of water resources.
- **Principle 4/Management by processes and facts:** Public regulation and management of the issue of water efficiency in tourism should be based on collecting data that reveal the actual condition of water efficiency in tourism and the true views, opinions & perspectives of tourism businesses, SMEs and, in general, stakeholders.
- **Principle 5/People development and involvement:** Public authorities should attempt to involve staff from multiple levels in their effort to regulate and manage water sustainability in tourism in their territories. To achieve the necessary results, increasing water efficiency in tourism should be a value encompassing all levels of public administrations and their staff.
- **Principle 6/Continuous learning, innovation and improvement:** Public administrations should seek continuous improvement and always update their practices to achieve water sustainability in tourism.
- **Principle 7/Partnership development:** Public sector organisations need others to increase water efficiency in tourism and should therefore develop and maintain value-adding partnerships with key tourism stakeholders.
- **Principle 8/Social responsibility:** Public sector organisations have to understand that, achieving water sustainability in tourism should take place in a context of being socially responsible, respecting ecological sustainability and trying to meet the major expectations and requirements of the local and global community.

4 Assessment guidelines

4.1 Thematic correspondence

To adapt the approach of the CAF to the needs of CASTWATER and the intended improvements in water sustainability across the tourism industry in MED territories, public administrations should assess their capability to achieve water efficiency in the tourism industry in their territories by checking whether or not, and to what extent, they satisfy criteria derived from the CASTWATER “Deliverable D3.8.1: Learning and knowledge resources on sustainable tourism water management for PAs”. The reason why this deliverable was chosen as the basis for the assessment criteria is that it encapsulates all knowledge derived during the CASTWATER project activities, the purpose of which was precisely to highlight aspects of appropriate and sustainable water management policies or practices across tourism operators and SMEs in the Mediterranean. As a result, self-assessment criteria in this manual will only be broadly based on criteria found in the CAF. Specifically, the criteria will be an adaptation of the information provided in the aforementioned deliverable. Section 5 is dedicated to presenting the criteria used in the self-evaluation process.

4.2 Questions

To check if PAs satisfy the criteria described in this self-evaluation, it was decided to develop questions that focus on qualitative aspects of policy making aimed at achieving water sustainability in tourism. Since the questionnaire will be directed to respondents across many Mediterranean countries, it was decided to avoid open-ended questions since there is a risk of receiving answers with incomparable data. Hence, to avoid this problem the questionnaire consists of simple YES-NO, multiple choice and multiple response questions. Furthermore, these types of questions can be easily adapted to develop various online quizzes which could facilitate the collection of data. Section 6 presents the self-evaluation questionnaire with all the questions corresponding to the criteria explained in Section 5.

4.3 Respondents

To achieve an efficient self-evaluation of PAs in the Mediterranean, it is important to locate the respondents that can best exploit such an evaluation. PAs are organisations with large personnel in diverse and distinct positions. It is evident that any elected representatives,

managers of PAs and public sector employees can provide significantly different feedback in the case of efficient water management in the tourism industry.

Consequently, in order to assess policy making towards improving water management in the tourism industry, respondents should comprise public sector employees/managers working who have an overview of policy measures aimed at increasing water efficiency in tourism. Hence, elected representatives and public sector employees working in very specialised positions are not necessarily the optimal sample of respondents since they could potentially provide biased data due to their political preferences or might not have the necessary knowledge about water resource management in the tourism industry or any corresponding policy measures regulating this issue. However, this is not a strict rule, and depending on the territory's circumstances and idiosyncrasies, suitable respondents might vary between partners. PAs undertaking self-evaluation are advised to take this rule thumb in consideration and then adapt their target audience to their own needs.

5 Self-evaluation criteria

5.1 Criterion 1: Leadership

Sub-criterion 1.1: Leadership of public administrations provides direction for the organisation with respect to water sustainability in tourism.

This criterion refers to the level of understanding public administrations have developed with regards to improving water sustainability across tourism operators since water scarcity is a major concern for Mediterranean countries. Respondents can answer based on whether or not PAs' management have developed initiatives to implement integrated water resource management measures in their territory in the form of:

- Specialised regulation/legislation to promote water efficiency in tourism.
- Awareness (education) programmes to familiarise their personnel and tourism stakeholders with the need to achieve water efficiency in tourism.
- Adoption of specialised pricing schemes promoting water efficiency in tourism.
- Adoption of specialised programmes promoting the adoption of water efficiency technologies for the tourism sector.

Sub-criterion 1.2: Public administrations are working to continuously improve the use of water resources by stakeholders and businesses in the tourism sector.

This criterion is included so as to estimate the level of commitment of PAs' leadership to achieving improvements in water sustainability of the tourism sector. Management of PAs with regards to this issue is a decisive factor in understanding their commitment. Respondents can provide the necessary data to make this inference by revealing whether or not leaders of PAs have attempted in the past or continuously attempt to implement best practices in the domain of tourism water efficiency. Such best practices include measures like the ones below:

- Measures to increase the implementation and use of water recycling/reuse and rainwater harvesting infrastructures.
- Measures aiming to achieve institutional change and change in consumer (tourists') behaviour, by adjusting water demand and reducing water consumption:
 - Water management plan
 - Water efficient fixtures
 - Regular maintenance of water infrastructures

- Educational programmes for staff.
- Customers' awareness raising campaigns.

Sub-criterion 1.3: Public administrations are able to motivate and support people in the organisation to pay attention to the issue of water sustainability in tourism.

This criterion refers to the capability of PAs' management to understand the political, economic, socio-cultural, technological and environmental context of water use in the MED tourism industry in order to develop appropriate policy measures that induce tourism stakeholders to increase the level of water sustainability in tourism. More precisely, PAs' management should be evaluated about whether or not they develop policy which takes into account and includes specific measures addressing the following factors:

- Already implemented EU policies aiming to increase water sustainability provide an efficiency framework for the promotion of water efficiency in the tourism industry.
- Increasing demand for sustainable tourism packages despite the fact that water efficiency measures are often supported only in theory by tourists.
- A predominant model in Mediterranean tourism towards the 3S (Sea, Sun and Sand) model which is usually (but not solely) oriented toward mass tourism (Global Water Partnership, 2012) and does not attract the most environmentally concerned tourists.
- Observed current trends point towards more water intensive leisure activities being developed even in territories with scarce water resources.
- A Mediterranean environment which is highly vulnerable to threats such as climate change and droughts.
- Legislation capable of regulating and promoting such measures has not been developed in the Mediterranean regions to the extent that is necessary.

Sub-criterion 1.4: Public administrations are able to communicate, coordinate their actions with, and resolve conflicts between various public or private tourism stakeholders in their efforts to improve water efficiency in the tourism sector of their territories.

This criterion is included so as to clarify whether or not PAs' management have taken into account the need to understand the perspectives of tourism operators and SMEs whilst they develop policy for increasing water sustainability in tourism. Respondents can base their answers on a) the utilisation or not of tools and approaches aiming to reveal the views of tourism stakeholders about current or future policy measures, and b) the implementation or

not of conflict resolution mechanisms and measures such as efficient monitoring of policy application and dispute management mechanisms.

5.2 Criterion 2: Strategy and Planning

Sub-criterion 2.1: PAs have made all the necessary arrangements to gather information on what tourism stakeholders need in order to implement policies which improve water efficiency in the tourism sector.

This criterion was included so as to estimate whether or not PAs as a whole have based their policy planning about increasing water sustainability in tourism using mechanisms which ensure the collection of all relevant data. More precisely, members of PAs will have to provide data about the existence (or not) of processes and functions within their organisations that ensure the collection of data related to:

- The implementation of water saving technologies and fixtures by tourism stakeholders
- The ways tourism stakeholders plan and manage water consumption.
- The extent to which tourism stakeholders have attempted to 'train' their staff and customers about the need to preserve water.
- The real magnitude of water consumption by tourism stakeholders in their territory.
- The views of tourism stakeholders about policies related to increasing water efficiency in tourism.

Sub-criterion 2.2: Initial and on-the-job skills development on strategy and planning for achieving water sustainability in tourism, taking into account the gathered information.

By addressing this criterion, PAs will assess whether or not they have set in place the necessary functions and mechanisms which ensure the appropriate development of the necessary strategies for increasing water sustainability in tourism. These functions and mechanisms consist of methods to obtain the necessary information before and during the implementation of policies so as to develop and pursue successful strategies. These methods are to:

- Conduct a water audit to measure water consumption, identify the major water costs and determine where savings can be achieved.
- Compare consumption figures with tourism industry benchmarks (if available) to determine the potential for savings.

- Evaluate company's financial performance or status, to check the feasibility/viability of the project.
- Search for funding opportunities (e.g. grants, preferential loans) from EU financial schemes, governmental sources, foundations, professional associations, and financial institutions.
- Monitor calls for projects on new water technologies or/and water reduction schemes.
- Establish realistic water reduction targets for each department (e.g. kitchen, guest rooms, gardens, etc.) and the entire establishment.

5.3 Criterion 3: People

Sub-criterion 3.1 Plan, manage and improve human resources of PAs transparently with regards to achieving water sustainability in tourism.

This is a criterion which if addressed can clarify whether or not public sector administrators and employees utilise effectively all available information about best practices and policies applied at an EU level, and can lead to improvements in water efficiency in the tourism sector. To effectively utilise such information proper training procedures should be put in place for PAs' staff which instructs them on how to promote and plan the implementation of best water efficiency in tourism strategies.

Sub-criterion 3.2 Plan, manage and improve human resources of tourism operators and SMEs transparently with regards to achieving water sustainability in tourism.

This is a criterion which can clarify whether or not PAs have implemented the necessary policies and measures to ensure the adoption by tourism operators of training programmes for their staff. More precisely, PA's should encourage tourism stakeholders to train their employees how to apply efficient integrated water resource management measures and technologies. These training programmes should include the following aspects:

- Seminars should communicate company's commitment to promote water conservation, including water reduction targets to all employees.
- Seminars should train staff on how to perform water management procedures, make prudent use of water and use new technologies and water devices for optimum resource efficiency.

- Tourism operators should encourage staff to suggest new ways and measures to decrease water consumption.
- Tourism operators should establish a reward system for employees that show a strong commitment to promote water conservation and achieve the targets set by the enterprise.

5.4 Criterion 4: Partnerships

Sub-criterion 4.1 Develop and manage partnerships with relevant organisations to promote water sustainability in tourism.

The inclusion of this criterion has to do with the fact that improving water efficiency in tourism should be understood as a collaborative process, and tourism stakeholders as PAs' partners during this process. Water efficiency is a multi-faceted issue which cannot be resolved without the inclusion of a number of different stakeholders in policy making. Otherwise, PAs will run the risk of neglecting important factors contributing to water consumption by the tourism sector, and thereby their policies will not be successful. More precisely, PAs' representatives will have to respond about whether or not they have developed conflict resolution mechanisms which abide by the following principles, whilst trying to develop policies for water sustainability in tourism:

- **Principle 1: Intention to advance water management that is sustainable.** Responsible corporate engagement in water policy must be motivated by a genuine interest in furthering efficient, equitable, and ecologically sustainable water management.
- **Principle 2: Respecting public and private roles.** Responsible corporate engagement in water policy entails ensuring that activities do not infringe upon, but rather support, the government's mandate and responsibilities to develop and implement water policy. This includes business commitment to work within a well-regulated (and enforced) environment.
- **Principle 3: Inclusiveness and partnerships in engagement.** Responsible engagement in water policy promotes inclusiveness and meaningful partnerships across a wide range of interests.
- **Principle 4: Pragmatic and integrated engagement.** Responsible engagement in water policy proceeds in a coherent manner which recognises the interconnectedness between water and many other policy areas. It is a proactive

approach rather than just responsive to events and is cognisant of, and sensitive to, the environmental, social, cultural, and political contexts within which it takes place.

- **Principle 5: Accountability and transparency in engagement.** Companies engaged in responsible water policy are fully transparent and accountable for their role in a way which ensures alignment with sustainable water management and promotes trust among stakeholders.

Sub-criterion 4.2 Ensure the development of policies which make available all necessary knowledge, technological and financial resources for achieving water sustainability to the tourism industry.

By addressing this criterion, PAs will realise whether or not they have implemented all the measures which increase the availability of knowledge, financial and technological resources across the tourism industry so as to increase its efficiency in water resources use. More precisely, PAs should answer whether or not they have applied the following measures with regards to the diffusion of knowledge resources:

- It is absolutely vital at the local level that competent authorities make any water management decisions (e.g. regarding incentives, allocations or restrictions) in full awareness of the availability of their freshwater resources at the basin catchment level, and in full awareness of the actual needs of all actors in their jurisdiction. (EEARreport1/2012).
- Participation in projects (such as EU funded projects and others) is a good way to improve and exchange knowledge between project partners.
- It is necessary to request tourism operators to ask their employees to be careful in the way they consume water in order to reduce costs.
- Promote destinations on the basis of sustainable development which is not the case yet for the Mediterranean.
- Ensure that local policy makers can read, interpret and bring the information in an accessible format, or access to continuous training for local policy makers. The idea here is to assess the availability of trained expertise to support local authorities.

Moving on to the technological resources, PAs in Mediterranean territories should further integrate the following technological innovations:

- Technologies to improve measuring water consumption (e.g. smart metering).

- Technologies reducing water consumption (e.g. dual flush toilets).
- Technologies promoting rainwater recovery.
- Water reuse technologies (e.g. Microfiltration, Reverse Osmosis / Ultrafiltration)

Finally, PAs should evaluate their success at implementing policy measures such as:

- Special seasonal pricing schemes for water during tourism high seasons to encourage water efficiency. This is crucial as most Mediterranean regions face touristic peaks especially during the driest and hottest Mediterranean seasons when water is scarce but mostly appreciated.
- Progressive increasing pricing systems beyond a certain volume of consumption (increasing block tariffs).
- Measures addressing water supply in case of excessive consumption.

5.5 Criterion 5: Processes

Sub-criterion 5.1 Identify, design, manage and innovate processes on an ongoing basis, involving the stakeholders

This criterion was included to ensure that PAs develop and update their processes of regulating water sustainability in tourism utilising best practices and stakeholders' input. While there are no standard methodologies for undertaking this process, PAs need to provide an enabling environment whereby:

- a) The stakeholders are able to actively participate in the policy dialogues and subsequent planning, design and implementation.
- b) The development and implementation of regulation should prioritise—to the extent that is possible—the preservation of water resources over tourism stakeholder satisfaction.
- c) Monitoring processes of water uses in the tourism industry involve more than one parties, so as to ensure mutual ownership of policy implementation.

6 Self-evaluation questionnaire

Device Distribution Programmes, Direct Installation Programmes, Manufacturer Buy Down Programmes, Rebate and Voucher Programmes

Criterion 1 questions

Sub-criterion 1.1: Leadership of public administrations provides direction for the organisation with respect to water sustainability in tourism.

1	Have elected representatives and/or staff in charge of your organisation developed initiatives to implement integrated water resource management measures in your territory, in any of the following forms: <i>(check all that apply)</i>	
	Specialised regulation/legislation/guidelines to integrate provisions for water efficiency in the tourism industry in integrated water resource management (IWRM) of your territory.	<input type="checkbox"/>
	Awareness or education programmes to familiarise their staff with the need to achieve water efficiency in tourism.	<input type="checkbox"/>
	Awareness or education programmes to familiarise tourism stakeholders with the need to achieve water efficiency in tourism.	<input type="checkbox"/>
	Specialised pricing schemes promoting uses of water with high GVA/m ³ in tourism and other activities.	<input type="checkbox"/>
	Specialised programmes promoting the adoption of water efficiency technologies with long pay-back periods for the tourism sector (e.g. Device Distribution Programmes, Direct Installation Programmes, Manufacturer Buy Down Programmes, Rebate and Voucher Programmes where applicable).	<input type="checkbox"/>

Sub-criterion 1.2: Public administrations are managed so as to continuously improve the use of water resources by stakeholders and businesses in the tourism sector.

1	Do elected representatives and/or staff in charge of your organisation have attempted in the past or at this moment to advance the implementation of best practices in the domain of tourism water efficiency by tourism businesses, such as those listed below: <i>(check all that apply)</i>	
	Measures to increase the implementation and use of water recycling/reuse	<input type="checkbox"/>
	Rainwater harvesting infrastructures.	<input type="checkbox"/>

Water management plans	<input type="checkbox"/>
Water efficient fixtures (e.g. low-flow shower heads, sinks with auto-shutoff mechanisms, water-saving toilets and urinals)	<input type="checkbox"/>
Regular maintenance of water infrastructures	<input type="checkbox"/>
Training/information programmes for tourism businesses' staff.	<input type="checkbox"/>
Awareness raising campaigns for tourists.	<input type="checkbox"/>

Sub-criterion 1.3: Public administrations are able to motivate and support people in the organisation to pay attention to the issue of water sustainability in tourism.

1	Do your organisation's policy instruments akin to regulating the use of water resources by the tourism industry include provisions for any of the following issues? <i>(check all that apply)</i>
	Policy instruments developed by our organisation have integrated all relevant suggestions of already developed EU policies (e.g. Water Framework Directive, Drinking Water Directive) aiming to increase water sustainability and/or provide an efficiency framework for the promotion of water efficiency in the tourism industry. <input type="checkbox"/>
	Policy instruments developed by our organisation include measures promoting sustainable tourism itineraries with a sustainable use of water resources. <input type="checkbox"/>
	Policy instruments developed by our organisation promote tourism models beyond the predominant 3S (Sea, Sun and Sand) tourism. <input type="checkbox"/>
	Policy instruments developed by our organisation include provisions to ensure that the observed current trend of demanding more water intensive leisure activities is addressed by promoting activities with high GVA/m ³ especially in territories with scarce water resources. <input type="checkbox"/>

Policy instruments developed by our organisation regulate tourism so as to address the specific impacts of climate change to the Mediterranean environment which is highly vulnerable to threats such as droughts (e.g. by promoting the use of non-conventional water resources).	<input type="checkbox"/>
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Sub-criterion 1.4: Public administrations are able to communicate, coordinate their actions with, and resolve conflicts between various public or private tourism stakeholders in their efforts to improve water efficiency in the tourism sector of their territories.

1	Does your organisation utilise tools and approaches capable of providing data (e.g. direct feedback, indicator values) for the views of tourism stakeholders about current or future policy measures (e.g. surveys, online policy consultation platforms)	YES	NO
		<input type="checkbox"/>	<input type="checkbox"/>
2	Has your organisation's leadership took action to develop specific conflict resolution mechanisms to regulate water management in the tourism industry?	YES	NO
		<input type="checkbox"/>	<input type="checkbox"/>
3	If yes, could you specify which types of conflict resolution mechanisms does your organisation use to achieve water efficiency in the tourism industry? (<i>check all that apply</i>)	Negotiation platforms	<input type="checkbox"/>
		Mediation processes	<input type="checkbox"/>
		Arbitration procedures	<input type="checkbox"/>

Criterion 2 questions

Sub-criterion 2.1: PAs have made all the necessary arrangements to gather information on what tourism stakeholders need to implement policies improving water efficiency in the tourism sector.

1	Has your organisation developed methods to compile data about the following issues, so as to facilitate the planning of policy measures aimed at improving water efficiency in the tourism sector of their territories (always considering safe handling of commercially sensitive information)? (<i>check all that apply</i>)	
	The implementation of water saving technologies and fixtures by tourism stakeholders	<input type="checkbox"/>
	The ways tourism stakeholders plan and manage water consumption.	<input type="checkbox"/>
	The extent to which tourism stakeholders have attempted to 'train' their staff and customers on the need to preserve water.	<input type="checkbox"/>
	The specific size of water consumption by tourism stakeholders in their territory.	<input type="checkbox"/>

The views of tourism stakeholders about policies akin to increasing water efficiency in tourism.	<input type="checkbox"/>
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Sub-criterion 2.2: Initial and on the course development of strategy and planning for achieving water sustainability in tourism, taking into account the gathered information.

1	Has your organisation set in place necessary functions and mechanisms to ensure the successful development of strategies and planning for regulating water management in the tourism sector? Such functions and mechanisms are the following: <i>(check all that apply)</i>		
	Water audits to measure water consumption, identify instances of major water losses and determine where savings can be achieved (always making sure that audits do not favour specific tourism stakeholders in the market).	<input type="checkbox"/>	
	Comparison of consumption figures with tourism industry benchmarks to determine the potential for savings.	<input type="checkbox"/>	
	Evaluation of the tourism businesses' financial performance or status, to check the feasibility/viability of taking water saving measures and helping them to integrate water saving technologies with long pay-back periods.	<input type="checkbox"/>	
	Search for funding opportunities (e.g. grants, preferential loans) from EU financial schemes, governmental sources, foundations, professional associations, and financial institutions.	<input type="checkbox"/>	
	Monitoring of current projects and research initiatives on new water technologies or/and water consumption reduction schemes.	<input type="checkbox"/>	
	Establishment of realistic water reduction targets for each aspect of the tourism industry (e.g. kitchen, guest rooms, gardens, etc.) and the overall water consumption where this is not possible.	<input type="checkbox"/>	

Criterion 3 questions

Sub-criterion 3.1 Plan, manage and improve human resources of PAs with regards to achieving water sustainability in tourism.

1	Has your organisation put in place the necessary training procedures for its staff that ensure the appropriate utilisation of all available information and knowledge with regards to improving water management in the tourism industry?	YES	NO
		<input type="checkbox"/>	<input type="checkbox"/>
2	If yes, how often does your organisation conduct seminars for improving policy making aimed at achieving water sustainability in the tourism industry? <i>(check one option)</i>		

Once every two years	<input type="checkbox"/>
Once per year	<input type="checkbox"/>
Twice per year or more	<input type="checkbox"/>

Sub-criterion 3.2 Plan, manage and improve human resources of tourism operators and SMEs with regards to achieving water sustainability in tourism.

1	Has your organisation developed measures and/or action plans aimed at encouraging tourism stakeholders to train their employees to apply efficient integrated water resource management measures and technologies? PAs should monitor the provision or lack thereof of training programmes with the following topics on behalf of tourism stakeholders to their personnel: <i>(check all that apply)</i>	
	The company's/organisation's commitment to promote water conservation, including water reduction targets to all employees.	<input type="checkbox"/>
	How to perform water management procedures, make prudent use of water and use new technologies and water devices for optimum resource efficiency.	<input type="checkbox"/>
	How to encourage staff to suggest new ways and measures to decrease water consumption.	<input type="checkbox"/>
	Tourism operators should establish a reward system for employees that show a strong commitment to promote water conservation and achieve the targets set by the enterprise.	<input type="checkbox"/>

Criterion 4 questions

Sub-criterion 4.1 Develop and manage partnerships with relevant organisations to promote water sustainability in tourism.

1	Has your organisation put in place cooperation development processes between stakeholders of the tourism industry (including your organisation) so as to promote cooperation to improve water sustainability in the sector?	YES	NO
		<input type="checkbox"/>	<input type="checkbox"/>
2	Has your organisation put in place conflict resolution mechanisms to resolve disputes between stakeholders of the tourism industry whilst trying to improve water sustainability in the sector?	YES	NO

		<input type="checkbox"/>	<input type="checkbox"/>
3	If yes in both cases, do these cooperation development and conflict resolution processes/mechanisms abide by the following principles? <i>(check all that apply)</i>		
	Cooperation development & conflict resolution must be motivated by a genuine interest in furthering efficient, equitable, and ecologically sustainable water management.		<input type="checkbox"/>
	Cooperation development & conflict resolution respects public and private roles and ensures that activities do not infringe upon, but rather support, the government's mandate and responsibilities to develop and implement water policy. This includes business commitment to work within a well-regulated (and enforced) environment.		<input type="checkbox"/>
	Cooperation development & conflict resolution promotes inclusiveness and meaningful partnerships across a wide range of interests.		<input type="checkbox"/>
	Cooperation development & conflict resolution proceeds in a coherent manner that recognises the interconnectedness between water and many other policy arenas. It is a proactive approach rather than responsive to events and is cognizant of, and sensitive to, the environmental, social, cultural, and political contexts within which it takes place.		<input type="checkbox"/>
	Cooperation development processes & conflict resolution mechanisms are fully transparent and accountable in a way that ensures alignment with sustainable water management and promotes trust among stakeholders.		<input type="checkbox"/>

Sub-criterion 4.2 Ensure the development of policies that make available all necessary knowledge, technological and financial resources for achieving water sustainability to the tourism industry.

1	Has your organisation implemented measures such as the following, which increase the availability of the necessary knowledge and information to the tourism industry so as to increase its efficiency in the use of water resources: <i>(check all that apply)</i>		
	Decision making processes (e.g. regarding incentives, allocations or restrictions) that are in full awareness of the availability of freshwater resources at the catchment level and in full awareness of the actual needs of all actors in their jurisdiction.		<input type="checkbox"/>
	Promotion of participation in projects (such as EU funded projects and others) to improve and exchange knowledge between project partners.		<input type="checkbox"/>
	Processes informing tourism operators to ask their employees to be careful in the way they consume water, in order to reduce costs.		<input type="checkbox"/>
	Using different types of incentives (e.g. financial, regulatory) to promote sustainable development of tourism destinations.		<input type="checkbox"/>
	Methods ensuring that local policy makers can read, interpret and bring the information in an accessible format.		<input type="checkbox"/>

	Provision of access to continuous training for local tourism stakeholders	<input type="checkbox"/>
2	Has your organisation developed and implemented policies aimed at promoting the proliferation of the following water saving technologies in the tourism sector and beyond within the processes of IWRM: <i>(check all that apply)</i>	
	Technologies to improve measuring water consumption (e.g. smart metering).	<input type="checkbox"/>
	Technologies promoting rainwater recovery.	<input type="checkbox"/>
	Water reuse technologies (e.g membrane microreactors-MBRs)	<input type="checkbox"/>
	Technologies reducing water consumption (e.g. dual flush toilets).	<input type="checkbox"/>
3	Has your organisation implemented policy measures such as the following: <i>(check all that apply)</i>	
	Special seasonal pricing schemes for water during tourism high season to encourage water efficiency, always making sure that cross-subsidization is avoided).	<input type="checkbox"/>
	Progressive increasing pricing systems beyond a certain volume of consumption (increasing block tariffs).	<input type="checkbox"/>
	Measures adjusting water supply in case of excessive consumption (by utilising non-conventional water resources).	<input type="checkbox"/>

Criterion 5 questions

Sub-criterion 5.1 Identify, design, manage and innovate processes on an ongoing basis, involving the stakeholders

1	Your organisation utilises participatory policy making processes to develop & implement regulation on improving water efficiency in the tourism industry	YES	NO
		<input type="checkbox"/>	<input type="checkbox"/>
2	If yes, which of the following participatory policy making processes does your organisation use for this purpose? <i>(check all that apply)</i>	Periodic meetings with key tourism stakeholders	<input type="checkbox"/>
		Periodic public consultation meetings with the general public and NGOs to understand the impact of the tourism industry on water sustainability and to integrate this feedback in	<input type="checkbox"/>

		IWRM procedures.	
3	Does your organisation prioritise equally—to the extent that is possible—the preservation of water resources in your territory and tourism stakeholder satisfaction?	YES	NO
		<input type="checkbox"/>	<input type="checkbox"/>
4	If yes, is this prioritisation purely a result of PA managers' intentions or are they included in the organisational statute/charter of your organisation? (<i>check one option</i>)	Preservation of water resources is a priority due to policy makers' intentions	<input type="checkbox"/>
		Preservation of water resources is a specific requirement of our PA's statute/charter	<input type="checkbox"/>
5	Has your organisation developed monitoring processes of water uses in the tourism industry in its territory that involve more than one parties, so as to ensure mutual ownership of policy implementation?	YES	NO
		<input type="checkbox"/>	<input type="checkbox"/>
6	If yes, do these monitoring process utilise SMART and science-based hydroeconomic models (e.g. MYWAS)? (<i>check one option</i>)	Monitoring processes utilise and take into account SMART hydroeconomic models (e.g. MYWAS)	<input type="checkbox"/>
		Monitoring processes do not utilise SMART hydroeconomic models (e.g. MYWAS)	<input type="checkbox"/>
7	Does your organisation utilise as benchmarks in its monitoring processes best practices in the following aspects of water management in tourism, such as those found in the CASTWATER D3.8.1 learning resources? (<i>check all that apply</i>)	Rainwater harvesting best practices	<input type="checkbox"/>
		Adequate water management planning	<input type="checkbox"/>
		Efficient utilisation of SMART metering and home automation systems	<input type="checkbox"/>
		Water reuse best practices	<input type="checkbox"/>
		Efficient use of water efficient fixtures	<input type="checkbox"/>

7 Scoring & Evaluation

Following the rationale of the CAF⁶, after presenting the criteria and the template for the self-assessment tool that includes the questions based on these criteria, it is now time to describe how to complete the self-assessment and reach specific conclusions about the quality of PAs' services towards achieving water sustainability in the tourism industry.

7.1 Scoring

Self-assessment conclusions will be based on a scoring system allocating a score to questions corresponding to each criterion. Scoring was chosen as the ideal method to present the results of the self-assessment because of the following factors:

1. Scoring allows for a rapid understanding of how much the services of PAs satisfy the criteria of this analysis.
2. Scoring allows for quick and easy comparisons of the performance of PAs. These comparisons can take place both between different PAs and between the performance of the PA in different points in time (e.g. if self-assessment is repeated every year). In the latter case, self-assessment scores can be used as data to monitor the overall progress of PAs with respect to the issue of water sustainability in tourism.
3. Different scores in the aforementioned criteria can provide rapidly evidence on where PAs should focus to improve their performance.

In the CASTWATER self-assessment tool, it was decided that the sum of questions that address each of the five criteria developed in the previous pages would provide a cumulative score of 20 points. When considering all five categories of questions corresponding to all five criteria, then that means that the highest score PAs could achieve if responding perfectly to all the questions of all five criteria would be 100 points. In the following section, readers of this document can check the scoring grid of this tool and the points PAs' members will receive when answering questions pertaining to the five criteria.

⁶ http://ec.europa.eu/eurostat/ramon/statmanuals/files/CAF_2013.pdf , p.53

7.1.1 Scoring grid

Criterion 1 questions

Sub-criterion 1.1: Leadership of public administrations provides direction for the organisation with respect to water sustainability in tourism.

1	Have elected representatives and/or staff in charge of your organisation developed initiatives to implement integrated water resource management measures in your territory, in any of the following forms: <i>(check all that apply)</i>	
	Specialised regulation/legislation/guidelines to integrate provisions for water efficiency in the tourism industry in integrated water resource management (IWRM) of your territory.	If checked: 1 points <input type="checkbox"/>
	Awareness or education programmes to familiarise their staff with the need to achieve water efficiency in tourism.	If checked: 1 points <input type="checkbox"/>
	Awareness or education programmes to familiarise tourism stakeholders with the need to achieve water efficiency in tourism.	If checked: 1 points <input type="checkbox"/>
	Specialised pricing schemes promoting uses of water with high GVA/m ³ in tourism and other activities.	If checked: 1 points <input type="checkbox"/>
	Specialised programmes promoting the adoption of water efficiency technologies with long pay-back periods for the tourism sector (e.g. Device Distribution Programmes, Direct Installation Programmes, Manufacturer Buy Down Programmes, Rebate and Voucher Programmes where applicable).	If checked: 1 points <input type="checkbox"/>

Sub-criterion 1.2: Public administrations are managed so as to continuously improve the use of water resources by stakeholders and businesses in the tourism sector.

1	Do elected representatives and/or staff in charge of your organisation have attempted in the past or at this moment to advance the implementation of best practices in the domain of tourism water efficiency by tourism businesses, such as those listed below: <i>(check all that apply)</i>	
	Measures to increase the implementation and use of water recycling/reuse	If checked: 5/7 points <input type="checkbox"/>

Rainwater harvesting infrastructures.	If checked: 5/7 points <input type="checkbox"/>
Water management plans	If checked: 5/7 points <input type="checkbox"/>
Water efficient fixtures (e.g. low-flow shower heads, sinks with auto-shutoff mechanisms, water-saving toilets and urinals)	If checked: 5/7 points <input type="checkbox"/>
Regular maintenance of water infrastructures	If checked: 5/7 points <input type="checkbox"/>
Training/information programmes for tourism businesses' staff.	If checked: 5/7 points <input type="checkbox"/>
Awareness raising campaigns for tourists.	If checked: 5/7 points <input type="checkbox"/>

Sub-criterion 1.3: Public administrations are able to motivate and support people in the organisation to pay attention to the issue of water sustainability in tourism.

1	Do your organisation's policy instruments akin to regulating the use of water resources by the tourism industry include provisions for any of the following issues? <i>(check all that apply)</i>
	Policy instruments developed by our organisation have integrated all relevant suggestions of already developed EU policies (e.g. Water Framework Directive, Drinking Water Directive) aiming to increase water sustainability and/or provide an efficiency framework for the promotion of water efficiency in the tourism industry.
	Policy instruments developed by our organisation include measures promoting sustainable tourism itineraries with a sustainable use of water resources.

If checked: 1 points

If checked: 1 points

Policy instruments developed by our organisation promote tourism models beyond the predominant 3S (Sea, Sun and Sand) tourism.	If checked: 1 points <input type="checkbox"/>
Policy instruments developed by our organisation include provisions to ensure that the observed current trend of demanding more water intensive leisure activities is addressed by promoting activities with high GVA/m ³ especially in territories with scarce water resources.	If checked: 1 points <input type="checkbox"/>
Policy instruments developed by our organisation regulate tourism so as to address the specific impacts of climate change to the Mediterranean environment which is highly vulnerable to threats such as droughts (e.g. by promoting the use of non-conventional water resources).	If checked: 1 points <input type="checkbox"/>

Sub-criterion 1.4: Public administrations are able to communicate, coordinate their actions with, and resolve conflicts between various public or private tourism stakeholders in their efforts to improve water efficiency in the tourism sector of their territories.

1	Does your organisation utilise tools and approaches capable of providing data (e.g. direct feedback, indicator values) for the views of tourism stakeholders about current or future policy measures (e.g. surveys, online policy consultation platforms)	YES	NO
		If checked: 2 points <input type="checkbox"/>	<i>If checked: 0 points</i> <input type="checkbox"/>
2	Has your organisation's leadership took action to develop specific conflict resolution mechanisms to regulate water management in the tourism industry?	YES	NO
		If checked: 1,5 points <input type="checkbox"/>	<i>If checked: 0 points</i> <input type="checkbox"/>
3	If yes, could you specify which types of conflict resolution mechanisms does your organisation use to achieve water efficiency in the tourism industry? (<i>check all that apply</i>)	Negotiation platforms	If checked: 0,5 points <input type="checkbox"/>
		Mediation processes	If checked: 0,5 points <input type="checkbox"/>
		Arbitration procedures	If checked: 0,5 points

		<input type="checkbox"/>
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Criterion 2 questions

Sub-criterion 2.1: PAs have made all the necessary arrangements to gather information on what tourism stakeholders need to implement policies improving water efficiency in the tourism sector.

1	Has your organisation developed methods to compile data about the following issues, so as to facilitate the planning of policy measures aimed at improving water efficiency in the tourism sector of their territories (always considering safe handling of commercially sensitive information)? <i>(check all that apply)</i>	
	The implementation of water saving technologies and fixtures by tourism stakeholders	If checked: 2 points <input type="checkbox"/>
	The ways tourism stakeholders plan and manage water consumption.	If checked: 2 points <input type="checkbox"/>
	The extent to which tourism stakeholders have attempted to ‘train’ their staff and customers on the need to preserve water.	If checked: 2 points <input type="checkbox"/>
	The specific size of water consumption by tourism stakeholders in their territory.	If checked: 2 points <input type="checkbox"/>
	The views of tourism stakeholders about policies akin to increasing water efficiency in tourism.	If checked: 2 points <input type="checkbox"/>

Sub-criterion 2.2: Initial and on the course development of strategy and planning for achieving water sustainability in tourism, taking into account the gathered information.

1	Has your organisation set in place necessary functions and mechanisms to ensure the successful development of strategies and planning for regulating water management in the tourism sector? Such functions and mechanisms are the following: <i>(check all that apply)</i>	
	Water audits to measure water consumption, identify instances of major water losses and determine where savings can be achieved (always making sure that audits do not favour specific tourism stakeholders in the market).	If checked: 5/3 points <input type="checkbox"/>

Comparison of consumption figures with tourism industry benchmarks to determine the potential for savings.	If checked: 5/3 points <input type="checkbox"/>
Evaluation of the tourism businesses' financial performance or status, to check the feasibility/viability of taking water saving measures and helping them to integrate water saving technologies with long pay-back periods.	If checked: 5/3 points <input type="checkbox"/>
Search for funding opportunities (e.g. grants, preferential loans) from EU financial schemes, governmental sources, foundations, professional associations, and financial institutions.	If checked: 5/3 points <input type="checkbox"/>
Monitoring of current projects and research initiatives on new water technologies or/and water consumption reduction schemes.	If checked: 5/3 points <input type="checkbox"/>
Establishment of realistic water reduction targets for each aspect of the tourism industry (e.g. kitchen, guest rooms, gardens, etc.) and the overall water consumption where this is not possible.	If checked: 5/3 points <input type="checkbox"/>

Criterion 3 questions

Sub-criterion 3.1 Plan, manage and improve human resources of PAs with regards to achieving water sustainability in tourism.

1	Has your organisation put in place the necessary training procedures for its staff that ensure the appropriate utilisation of all available information and knowledge with regards to improving water management in the tourism industry?	YES	NO
		If checked: 4 points <input type="checkbox"/>	<input type="checkbox"/>
2	If yes, how often does your organisation conduct seminars for improving policy making aimed at achieving water sustainability in the tourism		

industry? <i>(check one option)</i>	
Once every two years	If checked: 2 points <input type="checkbox"/>
Once per year	If checked: 4 points <input type="checkbox"/>
Twice per year or more	If checked: 6 points <input type="checkbox"/>

Sub-criterion 3.2 Plan, manage and improve human resources of tourism operators and SMEs with regards to achieving water sustainability in tourism.

1	Has your organisation developed measures and/or action plans aimed at encouraging tourism stakeholders to train their employees to apply efficient integrated water resource management measures and technologies? PAs should monitor the provision or lack thereof of training programmes with the following topics on behalf of tourism stakeholders to their personnel: <i>(check all that apply)</i>	
	The company's/organisation's commitment to promote water conservation, including water reduction targets to all employees.	If checked: 2,5 points <input type="checkbox"/>
	How to perform water management procedures, make prudent use of water and use new technologies and water devices for optimum resource efficiency.	If checked: 2,5 points <input type="checkbox"/>
	How to encourage staff to suggest new ways and measures to decrease water consumption.	If checked: 2,5 points <input type="checkbox"/>
	Tourism operators should establish a reward system for employees that show a strong commitment to promote water conservation and achieve the targets set by the enterprise.	If checked: 2,5 points <input type="checkbox"/>

Criterion 4 questions

Sub-criterion 4.1 Develop and manage partnerships with relevant organisations to promote water sustainability in tourism.

1	Has your organisation put in place cooperation development processes between stakeholders of the tourism industry (including your organisation) so as to promote cooperation to improve water sustainability in the sector?	YES	NO
		If checked: 3 points <input type="checkbox"/>	<input type="checkbox"/>
2	Has your organisation put in place conflict resolution mechanisms to resolve disputes between stakeholders of the tourism industry whilst trying to improve water sustainability in the sector?	YES	NO
		If checked: 3 points <input type="checkbox"/>	<input type="checkbox"/>
3	If yes in both cases, do these cooperation development and conflict resolution processes/mechanisms abide by the following principles? <i>(check all that apply)</i>		
	Cooperation development & conflict resolution must be motivated by a genuine interest in furthering efficient, equitable, and ecologically sustainable water management.	If checked: 0,8 points <input type="checkbox"/>	
	Cooperation development & conflict resolution respects public and private roles and ensures that activities do not infringe upon, but rather support, the government's mandate and responsibilities to develop and implement water policy. This includes business commitment to work within a well-regulated (and enforced) environment.	If checked: 0,8 points <input type="checkbox"/>	
	Cooperation development & conflict resolution promotes inclusiveness and meaningful partnerships across a wide range of interests.	If checked: 0,8 points <input type="checkbox"/>	
	Cooperation development & conflict resolution proceeds in a coherent manner that recognises the interconnectedness between water and many other policy arenas. It is a proactive approach rather than responsive to events and is cognizant of, and sensitive to, the environmental, social, cultural, and political contexts within which it takes place.	If checked: 0,8 points <input type="checkbox"/>	

	Cooperation development processes & conflict resolution mechanisms are fully transparent and accountable in a way that ensures alignment with sustainable water management and promotes trust among stakeholders.	If checked: 0,8 points <input type="checkbox"/>
Sub-criterion 4.2 Ensure the development of policies that make available all necessary knowledge, technological and financial resources for achieving water sustainability to the tourism industry.		
1	Has your organisation implemented measures such as the following, which increase the availability of the necessary knowledge and information to the tourism industry so as to increase its efficiency in the use of water resources: <i>(check all that apply)</i>	
	Decision making processes (e.g. regarding incentives, allocations or restrictions) that are in full awareness of the availability of freshwater resources at the catchment level and in full awareness of the actual needs of all actors in their jurisdiction.	If checked: 2/3 points <input type="checkbox"/>
	Promotion of participation in projects (such as EU funded projects and others) to improve and exchange knowledge between project partners.	If checked: 2/3 points <input type="checkbox"/>
	Processes informing tourism operators to ask their employees to be careful in the way they consume water, in order to reduce costs.	If checked: 2/3 points <input type="checkbox"/>
	Using different types of incentives (e.g. financial, regulatory) to promote sustainable development of tourism destinations.	If checked: 2/3 points <input type="checkbox"/>
	Methods ensuring that local policy makers can read, interpret and bring the information in an accessible format.	If checked: 2/3 points <input type="checkbox"/>
	Provision of access to continuous training for local tourism stakeholders	If checked: 2/3 points <input type="checkbox"/>
2	Has your organisation developed and implemented policies aimed at promoting the proliferation of the following water saving technologies in the tourism sector and beyond within the processes of IWRM: <i>(check all that apply)</i>	
	Technologies to improve measuring water consumption (e.g. smart metering).	If checked: 0,75 points

		<input type="checkbox"/>
	Technologies promoting rainwater recovery.	If checked: 0,75 points <input type="checkbox"/>
	Water reuse technologies (e.g membrane microreactors-MBRs)	If checked: 0,75 points <input type="checkbox"/>
	Technologies reducing water consumption (e.g. dual flush toilets).	If checked: 0,75 points <input type="checkbox"/>
3	Has your organisation implemented policy measures such as the following: <i>(check all that apply)</i>	
	Special seasonal pricing schemes for water during tourism high season to encourage water efficiency, always making sure that cross-subsidization is avoided).	If checked: 1 points <input type="checkbox"/>
	Progressive increasing pricing systems beyond a certain volume of consumption (increasing block tariffs).	If checked: 1 points <input type="checkbox"/>
	Measures adjusting water supply in case of excessive consumption (by utilising non-conventional water resources).	If checked: 1 points <input type="checkbox"/>

Criterion 5 questions

Sub-criterion 5.1 Identify, design, manage and innovate processes on an ongoing basis, involving the stakeholders

1	Your organisation utilises participatory policy making processes to develop & implement regulation on improving water efficiency in the tourism industry	YES	NO
		If checked: 2 points <input type="checkbox"/>	If checked: 0 points <input type="checkbox"/>
2	If yes, which of the following participatory policy making	Periodic meetings with key tourism stakeholders	If checked:1 points

	processes does your organisation use for this purpose? (check all that apply)	<input type="checkbox"/>	
		Periodic public consultation meetings with the general public and NGOs to understand the impact of the tourism industry on water sustainability and to integrate this feedback in IWRM procedures.	If checked: 1 points <input type="checkbox"/>
			<input type="checkbox"/>
3	Does your organisation prioritise equally—to the extent that is possible—the preservation of water resources in your territory and tourism stakeholder satisfaction?	YES	NO
		If checked: 2 points	If checked: 0 points <input type="checkbox"/>
4	If yes, is this prioritisation purely a result of PA managers' intentions or are they included in the organisational statute/charter of your organisation? (check one option)	Preservation of water resources is a priority due to policy makers' intentions	If checked: 0 points
		Preservation of water resources is a specific requirement of our PA's statute/charter	If checked: 2 points <input type="checkbox"/>
5	Has your organisation developed monitoring processes of water uses in the tourism industry in its territory that involve more than one parties, so as to ensure mutual ownership of policy implementation?	YES	NO
		If checked: 2 points <input type="checkbox"/>	If checked: 0 points <input type="checkbox"/>
6	If yes, do these monitoring processes utilise SMART and science-based hydroeconomic models (e.g. MYWAS)? (check one option)	Monitoring processes utilise and take into account SMART hydro-economic models (e.g. MYWAS)	If checked: 2 points <input type="checkbox"/>
		Monitoring processes do not utilise	If checked: 0 points

		SMART hydro-economic models (e.g. MYWAS)	<input type="checkbox"/>
7	Does your organisation utilise as benchmarks in its monitoring processes best practices in the following aspects of water management in tourism, such as those found in the CASTWATER D3.8.1 learning resources? (<i>check all that apply</i>)	Rainwater harvesting best practices	If checked: 8/5 points <input type="checkbox"/>
		Adequate water management planning	If checked: 8/5 points <input type="checkbox"/>
		Efficient utilisation of SMART metering and home automation systems	If checked: 8/5 points <input type="checkbox"/>
		Water reuse best practices	If checked: 8/5 points <input type="checkbox"/>
		Efficient use of water efficient fixtures	If checked: 8/5 points <input type="checkbox"/>

7.2 Evaluation of results

PAs should interpret their results using two indicators:

1. The total cumulative score they received for answering all the questions of all five criteria.
2. The scores they achieved for answering separately all questions pertaining to each of the five criteria. These scores will be used to compose the assessment results matrix of the PA.

In the following pages readers can see how to interpret these two types of indicators.

7.2.1 Total cumulative score

Scores allocated to the questions of all five criteria will be accumulated to provide a complete score representing how much each PA satisfies the assessment criteria. Cumulative scoring helps the organisation to become more acquainted with its overall performance and provides an easy to assess indicator of the quality of its functions with respect to achieving water sustainability in tourism. This rapid assessment can be particularly useful to elected representatives and high level public sector managers that want to develop quickly an understanding of the quality of the functions of the PA with respect to the issue at hand. There are five scoring levels that PAs can achieve using this indicator, as can be seen in the following figure:

Figure 4: Cumulative scoring levels & their meaning

<p> Level 5 Score: 81-100 </p>	<ul style="list-style-type: none"> Water sustainability in tourism is being regulated and promoted by the PA and has been adapted to the current & future needs of the tourism industry in its territory. Mechanisms and specialised policies have been set in place and the PA has developed a successful policies for water sustainability in tourism by cooperating with stakeholders. The PA can be considered as a leading expert in developing policies for water sustainability in tourism in every domain. Other PAs should follow its example. The PA should continue along this path by rapidly updating its policies when new best practices emerge.
<p> Level 4 Total Score: 61-80 </p>	<ul style="list-style-type: none"> Water sustainability in tourism is being regulated and promoted by the PA and has been adapted to tourism needs in its territory. Mechanisms and specialised policies have been set in place and the PA has developed successful policies for water sustainability in tourism by cooperating with stakeholders. In some domains, the PA can be considered as being at the forefront of regulating water management in tourism. There is more progress to be made in the sense that water management in tourism regulation can be better adapted to the future needs of the territory, and that the PA can optimise its policies in all relevant domains.
<p> Level 3 Total Score: 41-60 </p>	<ul style="list-style-type: none"> Water sustainability in tourism is being regulated and promoted by the PA and substantial progress has been made. Mechanisms and specialised policies have been set in place and the PA has developed a practical understanding of developing policies for water sustainability in tourism by cooperating with stakeholders. Nevertheless, there is more progress to be made and the PA should try to start adapting best policy making practices for regulating water management in tourism to the specific needs of the tourism industry in its territory.
<p> Level 2 Total Score: 21-40 </p>	<ul style="list-style-type: none"> Water sustainability in tourism is within the PA's priorities yet still in its infancy. Some initiatives have been set in place, but mechanisms for regulating water sustainability in tourism are not as clear and concrete as they could be. The PA should continue improving its performance , by locating and integrating best practices in policy making about water sustainability in tourism that it lacks.
<p> Level 1 Total Score: 0-20 </p>	<ul style="list-style-type: none"> Water sustainability in tourism is an entirely new concept of the PA. Neither the initiatives nor the necessary mechanisms have been set in place to ensure progress in achieving water efficiency in the tourism sector. The PA should, as soon as possible, integrate in its priorities all available best practices in policy making about water sustainability in tourism.

7.2.2 Assessment matrix

Despite the advantage of total cumulative score in terms of quickly delivering the necessary information, this indicator definitely cannot describe and present specific information about which criteria are not satisfied by the PA, thereby reducing its total cumulative score. To overcome this problem, a second assessment indicator can be used, i.e. scores achieved by PAs in the sum of questions corresponding to each of the criteria can be used to compose the assessment matrix of the PA. Certainly, these scores will be from 0 (lowest) to 20 (highest). The template for the assessment matrix can be seen below:

Figure 5: Assessment matrix template

Criteria	Scores				
	Level 1 Total Score: 0-4	Level 2 Total Score: 5-8	Level 3 Total Score: 9-12	Level 4 Total Score: 13-16	Level 5 Total Score: 17-20
Criterion 1: Commitment and quality of the PA's Leadership's efforts to achieve water sustainability in tourism.					
Criterion 2: Efficiency of the strategy development and planning processes the PAs have set in place to achieve water sustainability in tourism.					
Criterion 3: People working in the PA and the tourism industry have received the necessary information, knowledge and training to improve water management by the tourism industry.					
Criterion 4: PAs have set in place policies aiming to achieve efficient partnerships with tourism stakeholders to optimise the management of water resources by the tourism industry.					

Criterion 5: PAs have set in place efficient processes to optimise the management of water resources by the tourism industry.					
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PAs will note the scores they achieved in each of the criteria of assessment in the box corresponding to the column representing the level of satisfying the criteria they achieved and the row representing the criterion. This way all interested parties can make a very quick assessment of the domains in which the PA can improve the way it regulates water management in tourism. An example of scoring and assessing these results can be seen below:

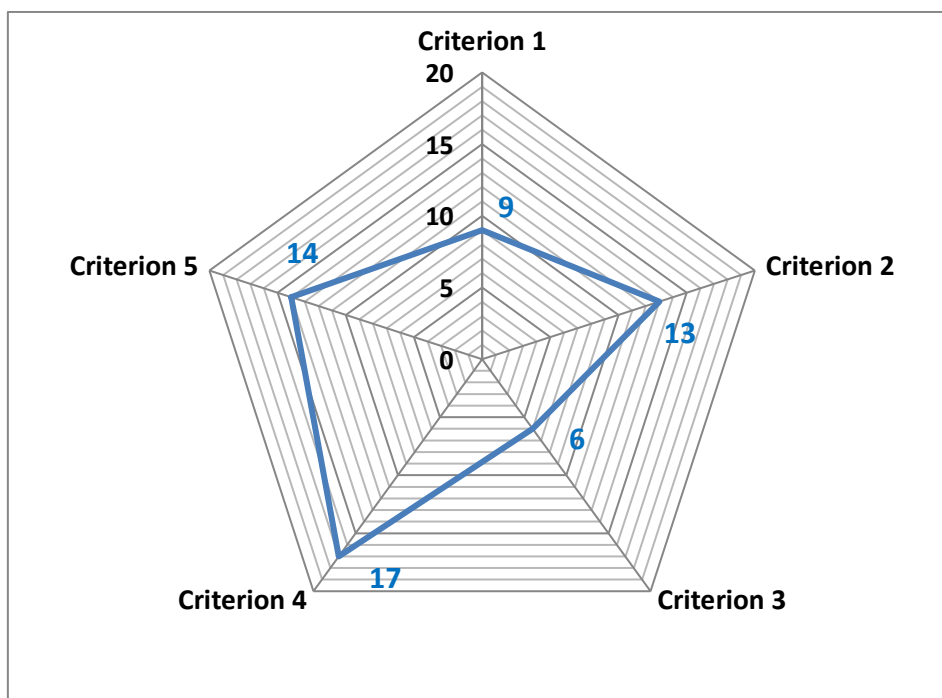
Figure 6: Example of completing the assessment matrix

Criteria	Scores				
	Level 1	Level 2	Level 3	Level 4	Level 5
	Total Score: 0-4	Total Score: 5-8	Total Score: 9-12	Total Score: 13-16	Total Score: 17-20
Criterion 1: Commitment and quality of the PA's Leadership's efforts to achieve water sustainability in tourism.			9		
Criterion 2: Efficiency of the strategy development and planning processes the PAs have set in place to achieve water sustainability in tourism.				13	
Criterion 3: People working in the PA and the tourism industry have received the necessary information, knowledge and training to improve water management by the tourism industry.		6			

<p>Criterion 4: PAs have set in place policies aiming to achieve efficient partnerships with tourism stakeholders to optimise the management of water resources by the tourism industry.</p>					17
<p>Criterion 5: PAs have set in place efficient processes to optimise the management of water resources by the tourism industry</p>				14	

These results can then be used to develop a radar diagram that will present in an instant the results of the assessment. An example of such a diagram based on the data from the figure above can be seen below:

Figure 7: Radar diagram presenting assessment matrix results



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