Project co-financed by the European
Regional Development Fund

CONSUME-LESS

Consume-less in Mediterranean Touristic Communities

PRIORITY AXIS 3: Protecting and promoting Mediterranean natural and cultural resources

OBJECTIVE 3.1: To enhance sustainable the development policies for more efficient valorisation of natural resources and cultural heritage in coastal and adjacent maritime areas of a sustainable and responsible coastal and maritime tourism in the MED Area

DELIVERABLE NUMBER: 4.1.1

TITLE OF DELIVERABLE: Transferring Plan in Pilot Regions

PARTNER IN CHARGE: Provincial Government of Malaga

PARTNERS INVOLVED: Ambiente Italia, EuroMediterranean Centre for the Sustainable Development

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NAME OF ACTIVITY: Planning and Training for Transferring

WP n. 4: Transferring

ACTIVITY N. 4.1

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Summary

1. Preface

The present document pretends to be roadmap to CONSUMELESS project partners in charge of transferring the ConsumelessMed Tourism Model to other territories after the testing phase. These Partners are: SEWCU, Sicily Region, Provincial Government of Málaga (WP Leader), EFXINI POLI, Saranda and related associated partners).

The main objective, is therefore to gain the commitment of other municipalities in replicating the model, which will be documented through a specific Protocol, having in mind that they will not have the financial support of EU funds as the project pilot cities have had within the project.

The transferability plan will try to be concrete, direct and user friendly, highlighting key aspects in recap boxes.

Let's Recap

Objective: To gain the commitment of at least 20 municipalities (4 per territory) to replicate the model. Even if economic operators can sign the protocol, municipalities are the core of the transferability plan.

In order to work on a successful transferability phase of the project, we need to understand the most **important factors to ensure the durability and the sustainability** of the ConsumelessMed Tourism Model, as the main project result.

Integrating results in a local or regional system

Maintaining a strong network to offer an international framework

Producing results and outcomes ready to be capitalized

Success Factors for Sustainability

Finding an "institutional home" to back up and promote the initiative

Finding new funding or motivate private investments

➢ **Maintaining a strong network** is a key element to offer international positioning, to put the new municipality in a map of cities where new opportunities are emerging. A place to establish stable relationships with other cities and stakeholders, considering cooperation perspectives and the possibility of participating in new EU projects with a partnership that shares objectives.

➢ **Integrating results in a local or regional system,** as a part of a sustainable and/or tourism strategy is a way to preserve and give durability to the model. If possible mainstreaming results into higher level of governance strategies.

➢ **Producing results and outcomes ready to be capitalized,** offering not only the methodology but the tools and specific elements ready to be adapted and implemented.

➢ **Finding new funding,** through sponsors, public or private funding sources (EU, national or regional funding) and transmit municipalities and suppliers how the initiative is an investment and not an expense.

➢ **Finding an institutional home**, the adoption of project results by relevant institutions related to thematic stakeholders could be an opportunity to give durability to the project results.

2. What are we transferring?

Coastal municipalities are continuously receiving offers to join all kind of levels, to fulfil quality standards, etc. It is important to start the transferability process knowing what we are transferring but above all, identifying what makes it different, what is **the competitive advantage of the ConsumelessMed Tourism Model**.

The model is based on the qualification of the coastal territories as ConsumelessMed locations and on the enhancement of this peculiarity through an innovative communication and territorial marketing campaign. The strategy supports municipalities to gain **a new positioning** based on the image of:
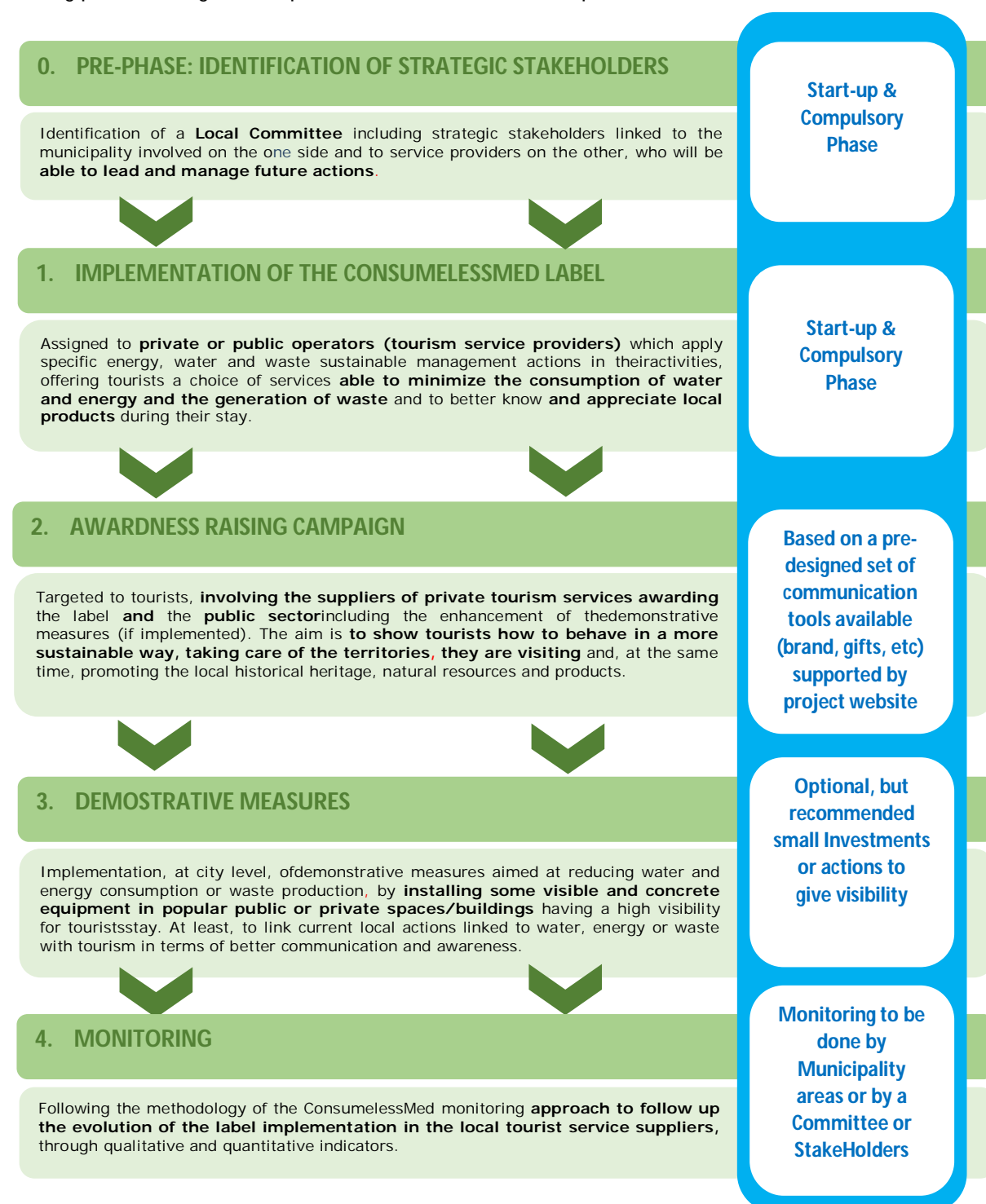
➢ A destination who cares about their natural and cultural resources by reducing the consumption of water, energy and production of waste.
➢ A destination wishing to preserve their identity.
➢ An authentic destination with authentic people waiting to receive travellers and share with them their daily life to help them become "one of them".
➢ A destination for authentic travellers and tourists who look for something more than sun and beach.
➢ A destination which is part of a network of Mediterranean authentic places to enjoy life.

The process to implement the model is based on a set of activities that should be implemented in a Mediterranean tourist destination in order to increase the sustainability of tourism while respecting its economic nature as engine of growth.
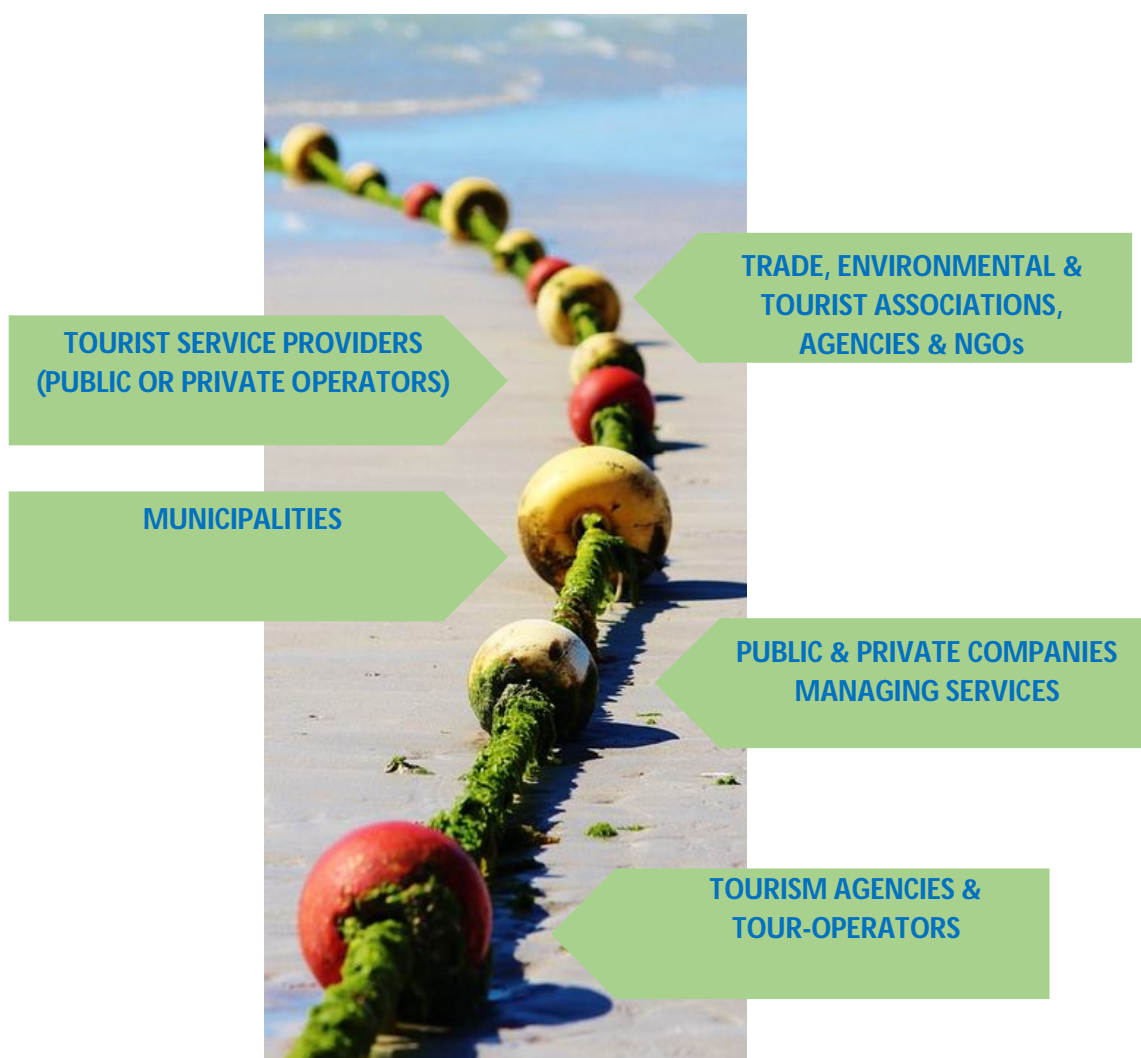
Let's Recap

We are not transferring a label, but a Tourism Model to position the municipality as a unique destination based on the implementation of a label to identify them as part of a Mediterranean network of authentic destinations, aiming to preserve their natural and cultural resources as a common Mediterranean identity.

In any case, **the municipalities can join the strategy in phases**, according to their possibilities in terms of dedication, involvement, human resources or budget. ConsumelessMed offers the methodology to activate an action plan, the tools developed in the project and the know how after a testing phase through the implementation of the model in pilot cities.

0. PRE-PHASE: IDENTIFICATION OF STRATEGIC STAKEHOLDERS

Identification of a **Local Committee** including strategic stakeholders linked to the municipality involved on the one side and to service providers on the other, who will be **able to lead and manage future actions**.

Start-up & Compulsory Phase

1. IMPLEMENTATION OF THE CONSUMELESSMED LABEL

Assigned to **private or public operators (tourism service providers)** which apply specific energy, water and waste sustainable management actions in their activities, offering tourists a choice of services **able to minimize the consumption of water and energy and the generation of waste** and to better know **and appreciate local products** during their stay.

Start-up & Compulsory Phase

2. AWARDNESS RAISING CAMPAIGN

Targeted to tourists, **involving the suppliers of private tourism services awarding** the label **and** the **public sector** including the enhancement of the demonstrative measures (if implemented). The aim is **to show tourists how to behave in a more sustainable way, taking care of the territories, they are visiting** and, at the same time, promoting the local historical heritage, natural resources and products.

Based on a pre-designed set of communication tools available (brand, gifts, etc) supported by project website

3. DEMOSTRATIVE MEASURES

Implementation, at city level, of demonstrative measures aimed at reducing water and energy consumption or waste production, by **installing some visible and concrete equipment in popular public or private spaces/buildings** having a high visibility for tourists stay. At least, to link current local actions linked to water, energy or waste with tourism in terms of better communication and awareness.

Optional, but recommended small Investments or actions to give visibility

4. MONITORING

Following the methodology of the ConsumelessMed monitoring **approach to follow up the evolution of the label implementation in the local tourist service suppliers,** through qualitative and quantitative indicators.

Monitoring to be done by Municipality areas or by a Committee or StakeHolders

Consumeless   Consumeless

The transferability plan as well as the Action Plan, involves public and private agents. The **main target** of this process are the **municipalities**, mainly coastal cities, although inland municipalities with part of its territory in the coast or adjacent to a coastal massive destination could also be included if showing a strong interest.

Without the active involvement of the local government, the implementation of the ConsumelessMed Tourism Model will not be completely effective. You can directly reach the municipalities or you can get to them through specific stakeholders such as the tourism, environmental or business associations involving the suppliers and agents to participate. But even if the signature of the protocol of interest can be also signed by economic operators, the municipalities as the main target, should be involved.

TOURIST SERVICE PROVIDERS
(PUBLIC OR PRIVATE OPERATORS)

TRADE, ENVIRONMENTAL &
TOURIST ASSOCIATIONS,
AGENCIES & NGOs

MUNICIPALITIES

PUBLIC & PRIVATE COMPANIES
MANAGING SERVICES

TOURISM AGENCIES &
TOUR-OPERATORS

➢ **Municipalities,** involving staff and decision makers linked to the tourism, environmental or economic development areas, including tourism information offices. No matter up to which implementation phase the municipality is interested to participate, the commitment of the

local authority is essential. Association of municipalities can be a key stakeholder to reach interested cities.

➢ **Trade, environmental and tourism associations, agencies & NGOs,** play a key role in the implementation of the model. They represent the key actors to involve (tourism service providers), and it is a direct tool to reach them. They would be members of the ConsumelessMed Committee to follow up the implementation of the label and could also be interested in giving a commercial use to the label. Specific agencies & NGOs such as the environmental ones, can be useful to gather specific information and data or to participate and support the municipality and the suppliers in communication initiatives.

➢ **Public & private companies managing services**, linked to the management and service providers of water, energy and waste collection. Management Integrated Systems could be a supporter and sponsor of the implementation.

➢ **Tourism Service Providers,** interested directly or through their associations. It is the core stakeholder to implement the tourism model as the one dealing directly with the tourists and visitors. According to the ConsumelessMed Tourism Model, it would include service providers for accommodation (hotels, camping sites, B&B, …), restaurants, cafes; local products suppliers and beach resources and services.

➢ **Tourism Agencies and Tour-operators**, which can be useful when offering a different destination with a strategic positioning and recommend qualified service providers.

Let's Recap

Without the right stakeholders involved, the implementation of the model will not be possible. Although cities are the main objective, there are economic actors representing tourist services who might have a special interest in positioning the city and their facilities as ConsumelessMed companions. They can be a motivation to the city to get involved.

3.1Mapping of potential municipalities & areas to start transferring

Some partner might have already identified the key municipalities to organize as potential strategic areas for transferability. Others might start by the identification of stakeholders to get in a further step to the municipalities. Even in this second case, at least an area of influence can be identified in order to map the potential municipalities and territories to work on the transferring phase.

Transferring Map – CONSUMELESSMED Pilot Areas

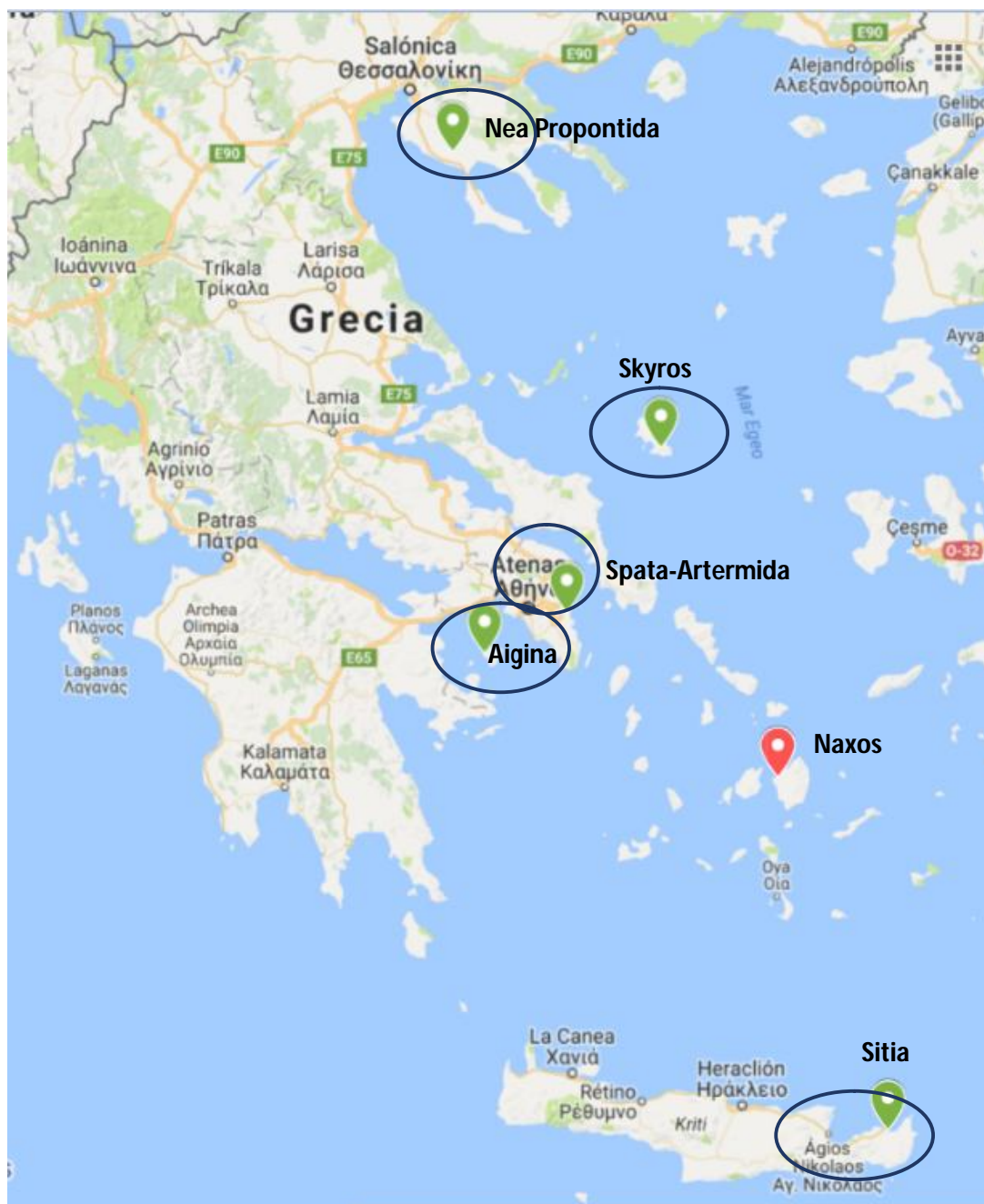## Transferring Map – Velez-Málaga Pilot. Territory: Malaga Province
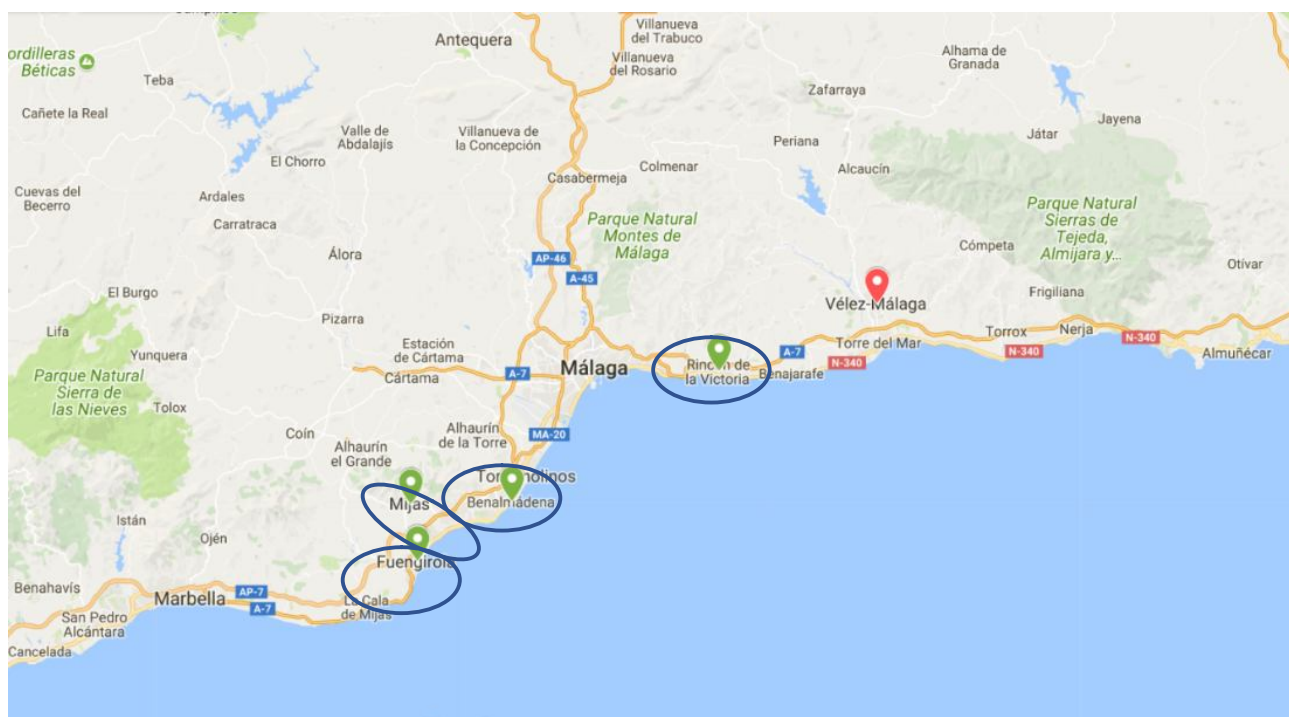
Transferring Map - Ragusa Pilot. Territory: Sicily

Transferring Map- Gozo Pilot. Territory: Malta

Transferring Map -Saranda Pilot. Territory: Albania

Interreg
Mediterranean
EUROPEAN UNION
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Transferring Map -Naxos Pilot. Territory: Greece

4. What are we transferring?

Before we start to understand the transferability process, we need to know what the tools are we are going to transfer, in other words, the catalogue of "services" we will offer to our target to help them implement the ConsumelessMed Tourism Model.

All deliverables that can be transferred are or will be available at the project platform www.consumelessmed.org . In any case, we are presenting the basic elements organized according to the phases of implementation shown in Figure 1.

1 IMPLEMENTATION OF THE CONSUMELESSMED LABEL

- ➢ **Consumeless Tourism Model.** This document provides a common guidance for designing a local action plan for the development of the ConsumelessMed tourism model, aimed at promoting a sustainable tourism in Mediterranean coastal territories. It identifies a set of integrated activities that should be implemented in a Mediterranean touristic territory for increasing the sustainability of tourism

- ➢ **ConsumelessMede Label Guidelines.** This document provides common guidelines describing the general criteria for applying and monitoring the ConsumelessMed label. It includes technical annexes describing the actions to be implemented by the different categories of tourist service providers (hotels and accommodation facilities, cafes and restaurants, shops, beach resorts, etc).

- ➢ **Template to set up the local committee.** Since the committee is the main body to promote the label, therefore it is necessary that each member signs a Memorandum of Understanding committing itself to manage the label implementation.

2 AWARDNESS RAISING CAMPAIGN

- ➢ **Kit of Communication Tools.** Layout of communication tools for each type of supplier, ready to be produced and available in different languages. Communication material: logos, posters, brochures, banners, desktop, headed paper, roll ups, etc.; entertainment activities as atypical events to raise awareness; kits for tourists & supplier, including ideas and designs; kits for external communication.

- ➢ **Project website.** A platform to give visibility to the cities, suppliers and actors involved at Mediterranean level.

3 DEMONSTRATIVE MEASURES

- ➢ **Examples of demonstrative actions** made by pilots as examples. Layouts.

4   MONITORING

➢ **List of indicators to measure the involvement of** suppliers toward the level. Based on a list of mandatory and voluntary initiatives organized by type of facility. Hotels, B&B, Holliday and other short-stay accommodation; Camping Sites; Cafes & Restaurants; Food and handicraft shops; Beach resorts.
➢ **ETIS Indicators selected and adapted** to the ConsumelessMed Model, after analysing feasibility and synergies with the model.

> Let's
> Recap
>
> The Consumeless Tourism Model is ready to be implemented supported by a wide set of communication tools ready to be produced, for all kind of budgets and targets, available in different languages.

5. How to transfer the model

After understanding what we have to transfer we are ready to start the process. Here are some basic steps to help you develop your transferability strategy.

5.1 Identifying the stakeholders

As explained before in the document, since the main target to implement the model is the local government, there are some ways to reach interested cities though other stakeholders interested in implementing the model:

- Directly through technical or decision-making contacts. If a politician has been involved in the Pilot project, he could invite directly other cities to motivate them, and open a way to reach them. If you don't have a direct contact, Associations of Municipalities can help you.
- Through stakeholders previously identified that must not only participate but can act as a link to the municipalities.
- Through all stakeholders involved in the Pilot project., Probably, the same Associations have a scope of action affecting other cities.

Therefore, the first step is to do a list of the main stakeholders you can reach (see section 3.), in order to involve them together with the municipalities they have influence on.

> Let's
> Recap
>
> List the main stakeholders of the targeted territory to identify the municipalities that could be interested. Remember that there is not a lot of time, so go directly to those which you can have a direct contact. The municipalities and stakeholders involved in the Pilot projects might be able to help.

5.2 Mapping your potential area of action. What are these cities? What do they have? and what do they miss?

Organize the information in order to clarify your map of influence according to the municipalities and stakeholders identified. Before meeting them, you will need some basic information about their situation in terms of tourism affluence and basic data (population, density, activity etc.), what do they have in terms of similar labels, etc.

Having in mind that at this point, you are only identifying potential municipalities to work with, there is no need to get all the data related to consumption, waste production etc.

TARGETED MUNICIPALITY OR TERRITORY:			
Direct Contact:	Name, e-mail, phone:	Intermediary Contact:	Name, e-mail, phone:
	Area, position:		Institution, relation with target territory.
STAKEHOLDERS IDENTIFIED			
Institution	Contact details	Nature-Area of influence: tour operators, association of local suppliers, tourist promoters, etc.)	Possible members of the Committee?

BASIC DATA IF AVAILABLE:			
Population		Density	
Nº Tourist Suppliers (Accommodation)		Nº Beds	
Main Origin of Tourism		Type of offer (cultural, sun & beach, etc.):	
Any Label Implemented?			
How was it reached? (political recommendation, they heard of Consumeless, through a stakeholder, etc.			

5.3 Our "pack of assets", why should they enter in the network? Key messages

As explained in section 2., we need to have in mind that we have to involve cities and stakeholders without the budget our pilots had and without the timeframe, since it will be hard to involve them in summer 2018 actively. Probably the first question the potential municipality is going to ask is: "How much money will we have?". So, before that question is asked, let's go over some key messages we should transmit:

1st Approach:

➢ An opportunity to position the city/operator in a framework of sustainable tourism, protecting their identity, their cultural and nature heritage and their environment.
➢ An international showcase to introduce them in a Mediterranean network.
➢ An opportunity to diversify the offertowards a more respectful target while reducing seasonality.
➢ A possibility to change the locals and visitor's behaviour towards consumption of water, energy and production of waste.

2nd Approach:

➢ To benefit from others, experience through a methodology already tested.
➢ To use communication tools layouts ready to be produced.
➢ To enter in an international network of cities and stakeholders present in the Mediterranean.
➢ To be projected outside their territory through an existing platform and social media structure to disseminate their actions. Website supported by the European Union.
➢ To be supported by a network and a Consumeless partner (the one involved in transferability) to start the process.
➢ To sing a protocol to officially be part of the ConsumelessMed Community.

3rd Approach:

➢ To organize a transferability event to start raising awareness on the initiative together with the Consumeless partner and to explain the aim of the model and how to implement it.

Let's Recap

Don't forget when approaching them, to explain the potential benefit of positioning with a new image that the Consumeless Tourism Model can provide:
➢ A destination which cares about their natural and cultural resources by reducing the consumption of water, energy and production of waste.
➢ A destination wishing to preserve their identity.
➢ An authentic destination with authentic people waiting to receive travellers and sharing with them their daily life to help them become "one of them".
➢ A destination for authentic travellers and tourists who look for something more than sun and beach.
➢ A destination which is part of a network of Mediterranean authentic places to enjoy life.

5.4 How can they be supported by the CONSUMELESS partners and project?

The Consumeless Partners involved in transferability in each territory will be the ones to guide the new stakeholders acting as a bridge between them and the project platform, tools and partners.

Transferring Partners can support the signatories of the protocol with several actions aimed at motivating them to implement the Consumeless model in a larger scale. It is important to understand that since this is not an implementation but a transferring phase. The project will not be able to support stakeholders & suppliers through training, help desk, etc. What it will offer, is a support to start up and facilitate all available tools, which explain in detail how to implement the model.

It would be recommended to support the main municipalities or economic operators involved in the transferring to engage a few suppliers and start implementing the label. Therefore, and depending on the budget available, Consumeless partners involved in transferring can offer the following support:

➢ After the different approaches needed to engage the stakeholders and once they have signed the protocol of interest, **a transferring eventwill be organized in the targeted area**. All stakeholders identified should be invited as well as potential suppliers to engage. This will be an opportunity to raise awareness so the stakeholder's motivation to reach media is highly recommended.
➢ The Transferring Partner will provide the stakeholders and suppliers involved with basic **material produced** (at least: posters, window films, brochures and depending on their budget, at least one communication element to give to tourists) as well as the **branding tools**.
➢ They will also **recap information** on the suppliers and stakeholders involved to be uploaded in the **website** as a motivation to be disseminated as a ConsumelessMed Companion.
➢ They will have to **provide** stakeholders and suppliers interested, with all the **guidelines** to implement the label. If there was a budget available, they would be supported with a helpdesk.

Let's
Recap

Don't forget to highlight the detail of "services" that will be available for them (section 4). The most important thing is that they understand they enter in an international network of a Brand created under a European Union Initiative for the Mediterranean such as Interreg Med. There are partners who have designed and tested this model whose experiences and contacts are available for them.

5.5 Agenda of meetings

In order to reach your target, it will be necessary to organize some meetings depending on your possibilities to reach the new stakeholders. In any case you will have to organize compulsoryat least Meeting 2.

Meeting 1: (recommended)	To reach and engage Municipalities or Stakeholders, showing them the protocol to sign

> **Direct contact** thought a stakeholder involved in the pilot project. It is based on a political interest and the direct contact to involve a city through the direct contact of a stakeholder targeting their sphere of influence. In this case, and since it is based on a direct recommendation normally through previous phone calls or e-mails, a face to face meeting is recommended for the 1st approach to explain the opportunity.

> In the case that no direct contacts were available through the stakeholders involved in the pilot experience, it would be necessary to organize an **information event** targeting stakeholders.

Objective:	Stakeholders involved and Protocol signed. At least 4 (cities or economic operators) per Pilot Area. It is important to make them understand what are the benefits but also the commitments. Please have in mind that the tourist service suppliers are not part of this objective at this stage but the stakeholders can involve them and motivate them on the implementation of the model.
Target:	Potential municipalities and other stakeholders to engage.
Content:	Section 5.3 Approaches 1 & 2
Meeting 2 (compulsory)	**Expand the explanation to those who have already signed the Protocol of Interest, the key aspects to implement the Consumeless Tourism Model**

> To be organized in collaboration of the municipality or stakeholder involved. If it is a city, municipalities of the area should be invited. If it is a stakeholder: involve their scope of influence.
> If possible invite suppliers that could be interested in participating.
> If possible and mainly promoted by the stakeholder of the concrete area, sending press notes to raise awareness.

Objective:	To explain the aim of the proposed model, the tools and support available to implement it.
Target:	Stakeholders involved in the signature of the protocol and their scope of influence including potential suppliers to engage.
Content:	Section 5.3 Approach 3. No more than 1 hour. The meeting agenda should include: - This aim of the model - Actions to be developed - Methodology and tools available - Benefits - Support It is recommended to organize the presentation as an interactive working group, using all the visual tools developed by our pilot projects (videos, images, events, etc) to help understand the impact through visual support of activities done on site.

Meeting 3 (optiona)	Target suppliers, optional according to the budget, to support them, if they involved, on how to implement the label.
➢ To be organized in case there are suppliers interested in implementing the label. ➢ Have in mind that if this meeting is organized just before the peak season, they will not have availability, and the support might have to be given through door to door visits or digital support.	
Objective:	To train suppliers on how to implement the label.
Target:	To involve suppliers
Content:	- How to implement compulsory and voluntary initiatives and measure them. - How to use the communication tools. - How to profit from the platform.

Let's Recap

Stakeholders to be involved are especially busy before the summer season and will not have much time to get involved in new adventures. Due to the timing of the project you will have to work just before the summer. Therefore, it is highly recommended to organize the meetings reducing as much as possible their duration concentrating the information in a very visual and practical way, increasing the impact.

5.6   Timeline, target objective and basic indicators

TIMELINE			2018										
N°	ACTIVITIES	Target	feb-18	mar-18	abr-18	may-18	jun-18	jul-18	ago-18	sep-18	oct-18	nov-18	dic-18
	PREPHASE												
1	**Transferibility Plan**	1	Draft	Final									
2	**Protocol design**	1	Draft	Final									
3	**Training Transferibility Partners**	1											
	TRANSFERIBILITY INITIATIVES												
4	**Identifying Stakeholders. Mapping List**	5											
5	**Mapping potential area of action. Basic data**	5											
6	**Contracting external support if needed**	n/a											
7	**Engagemenf of Stakeholders (municipalities or economic operators)**	n/a				Meeting 1							
8	**Adaptation of Protocol to each territory**	5											
9	**Signature of Protocol**	20											
10	**Information Meeting to stakeholders**	5					Meeting 2						
11	**Training Meeting to facilities**	Optional					Meeting 3						

SET OF INDICATORS

N° Stakeholders reached				N° of Stakeholders Engaged (Protocol signed)				% engaged / reached			
Total	**Cities**	**Economic Operator**	**Others**	**Total**	**Cities**	**Economic Operator**	**Others**	**Total**	**Cities**	**Economic Operator**	**Others**