

Interreg Mediterranean



EUROPEAN UNION



MITOMED+

Models of **I**ntegrated **T**ourism in the **MED**iterranean **P**lus



5.2.2 Final MED M&C tourism management model

Deliverable 5.2.5 / MED M&C tourism management model

Work package: WP5 Capitalising

Type of deliverable: Method – M&C Tourism management model

Dissemination level: PU – Public

This Model was commissioned by the Conference of Peripheral Maritime Regions (CPMR) and its Intermediterranean Commission and developed in the framework of MITOMED+ project, co-financed by the European Regional Development Fund within the Interreg Mediterranean Programme.

Publisher: Conference of Peripheral Maritime Regions (CPMR)

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I. INTRODUCTION

1. Background, policy framework and objectives

The MITOMED+ “Models of Integrated Tourism in the Mediterranean” project aims to improve sustainability and responsibility in the field of maritime and coastal tourism (M&C). The partnership includes the Tuscany Region (Lead Partner), ANCI Toscana (IT), Girona University (ES), Andalusia Region (ES), Institute of Agriculture and Tourism (HR), Larnaca District Development Agency (CY), NECSTouR (BE), Conference of Peripheral Maritime Regions of Europe, CPMR (FR), CNR-IBE-Institute of Bioeconomy (IT).

The activities of the project aim to:

- increase knowledge and social dialogue on the development of M&C tourism to improve decision-making in partner regions;
- improve the planning of M&C tourism at the destination level and its coordination at the level of transnational governance;
- integrate project results into local, regional and national policies;
- set up a M&C tourism model in the MED area.

The present document is one of the main outputs of the MITOMED+ project’s capitalising phase.

This management model, that aims to **improve sustainable and responsible maritime and coastal tourism planning in the Mediterranean area**, builds on the results and outputs of past and current EU and MED projects related to sustainable tourism management. It stems from the Interreg MED MITOMED project (2007-2013 programming period), which sought to promote an integrated management of maritime and coastal tourism by improving knowledge on data, products, services and policies then collected in a series of indicators developed by MITOMED+. It also feeds on current projects and initiatives, in particular the activities and outputs of the Interreg MED Sustainable Tourism thematic community - including some of its modular projects (i.e. CO-EVOLVE, ALTER ECO, etc.), as well as the EU legislation and actions related to sustainable tourism.

This model builds on the Athens Declaration of the Sustainable Tourism Community of the INTERREG MED Programme and especially aims to contribute to reaching its third objective “to strengthen planning and management practices towards sustainable tourism” by the end of 2019.

This model also acknowledges and feeds on the CPMR Intermediterranean Commission (IMC) Political Agenda ‘Promoting Sustainable Tourism in the Mediterranean Regions’, which was approved by the IMC Political Bureau in Cartagena (Region of Murcia) on 15 February 2018 and updated on the occasion of the IMC General Assembly in Patras on 28-29 June 2018. This document details joint present and future actions carried out by the IMC Regions, as well as political messages to EU and Euro-Mediterranean Institutions, towards a more sustainable and responsible maritime and coastal tourism planning in the Mediterranean area. In this document, the IMC Regions identify the main issues related to the promotion of sustainable tourism at Euro-Mediterranean level. They recognise that there is a need for:

- An integrated approach to the co-evolution of human activities and natural systems in coastal and maritime areas
- Coordinated action of Public Administrations of all levels to achieve sustainable tourism
- Better knowledge concerning the tourism sector
- Strengthening the sustainability and culture aspects of the tourism sector while applying the principles of ICZM/MSP and promoting innovative forms of tourism (eco-tourism, cultural itineraries, protection & promotion of cultural heritage)

- Mainstreaming of sustainable tourism in the emerging strategies and initiatives or framework of cooperation at Euromed scale
- Fully exploiting innovation and Information and Communication Technologies (ICT) in the tourism sector

This model also acknowledges and feeds on the NECSTouR ‘Interregional strategy 2019-2021 for the Tourism of Tomorrow’, which was approved by the NECSTouR Annual General Meeting 2019 in Santa Cruz de Tenerife (Canary Islands Region) on 12 June 2019. Being the 75% of the NECSTouR members Maritime Regions, this document details joint goals and actions to deliver solutions to the common European destination challenges - such as the territory preservation, managing big data and stimulating talent as drivers for the sustainability and competitiveness of the territory - with a focus on coastal and maritime destinations and through five priorities, the so-called “Five S for the Sustainable Tourism of Tomorrow”:

1. SMART DESTINATIONS
2. SOCIO CULTURAL BALANCE
3. SKILLS AND TALENT
4. SAFETY AND RESILIENCE
5. STATISTICS AND MEASURABILITY

2. Methodology, process and calendar

The elaboration of this document is part of a global process leading to the adoption and implementation of an **integrated MED Maritime and Coastal tourism management model** by a set of **Mediterranean territories** willing to improve Maritime and Coastal tourism planning and management in the Mediterranean area.

The concept and draft idea of the model were presented to a wide range of sustainable tourism stakeholders and key players in the frame of MITOMED+’s capitalisation workshop in Brussels on 8 November 2018 celebrated at the European Parliament. Their feedback was used to prepare a first draft document that was shared with project partners in February 2019. An external expert was hired to contribute to the development of the model with the CPMR and MITOMED+ partners.

The document was refined through both the contribution of the partners/external stakeholders and the regional policy learning seminars taking place in the regions participating in the project – i.e. Tuscany, Andalusia, Istria, Cyprus, Catalonia – that involved stakeholders; local, regional and high-level policy makers as well as experts.

The expert has also helped defining the model of MoU and integrate the comments of the NECSTouR and CPMR IMC members to the 1st consolidated final version of the model.

The final version of the model, after endorsement of the project’s partners, was presented on the occasion of MITOMED+’s Capitalisation conference, held in Brussels on 7 October 2019 in the framework of the European Week of Regions and Cities.

The MITOMED+ Memorandum of Understanding (see further information in Annex II) will finally be signed with interested territories (regions and destinations), starting from MITOMED+ partners, and the CPMR-IMC and NECSTouR’s members, that will commit to implement and transfer the model (and specific pilots).

II. TOWARDS A MED M&C TOURISM MANAGEMENT MODEL

1. WHY DESTINATIONS SHOULD IMPLEMENT THE MANAGEMENT MODEL?

Governance is the essential factor for the development of a project, whose fundamental basis is the preservation of the **environment** and all that this entails: **economic growth, public and private inclusion** and, of course, **respect for the locals** that inhabit that space and the tourists who visit it (BleuTourMed, 2017).

The main reasons for implementing a management model should be (UNWTO, 2007:9):

- Ensuring tourism sustainability;
- Establishing a competitive edge;
- Spreading the benefits of tourism;
- Improving tourism yield;
- Building a strong and vibrant brand identity.

Being aware of this, there are several factors that must be considered for the development of the same: the first of them is **balance**, based on the creation of an **independent body** that ensures the **coordination** of the process, **co-ownership** and **support** for policies that promote the goals set (Wilson, BleuTourMed 2019). This requires a **multi-governance approach** that can develop horizontal and vertical coordination to help structure the complex challenges they face (Wilson, BleuTourMed 2019). The second is **inclusion** and, to this end, it is necessary to take into account an open, genuine **dialogue** and active participation of all the individuals or groups concerned (Wilson, BleuTourMed 2019). Last but not least, empowerment (Wilson, BleuTourMed 2019). This should aim at **assertive leadership and participatory processes** that help to elucidate the complex elements needed to make them a reality. It is also a high need to reach a **contractual agreement** that encourages collaboration and commitment to achieve the objectives (Wilson, BleuTourMed 2019).

All of the above, derives from a series of **circumstances that must be addressed** as soon as possible as¹:

- the protection of cultural and natural heritage;
- tourist pressures in the Mediterranean region;
- problems in urbanization;
- mobility challenges;
- waste management;
- pollution or climate change;
- reduction of cultural negative impacts;
- control of the social gap is another factor to rethink generating diversification of assets in the destination and, likewise, seeking the participation of the older and new generations in the change;
- innovation as an engine that helps the long-running, collaboration between the public and the private sector;
- better knowledge of the sector and the promotion research and development;
- progressive digitalization.

Finally, it is important to highlight that destinations that have implemented either the MITOMED+ Green Beach Model or the indicators and their platform, acknowledged the appreciation of these initiatives by residents and tourists. The destinations confirm furthermore that these tools allow for

¹ Ref. Latin Arc; Adriatic Ionian Euroregion; UN Environment; MAP; Plan Blue; BCN+; Diputació Barcelona; Unimed; Panteion University, 2017; NECSTouR, 2018.

planning and informed decision making thus increasing the satisfaction of all the actors in the process. These destinations expressed their opinions at several Policy Learning Seminars undertaken in the framework of the MITOMED+ project in Cyprus, Barcelona, Istria Region and Tuscany in 2019 for which the main conclusions can be seen on Annex I.

2. TARGET AUDIENCE TO BE REACHED FOR THE IMPLEMENTATION OF THE MODEL AND CO-OWNERSHIP OF THE PROCESS

There are different relevant target audiences depending on the purpose.

In order to disseminate this management model to steer its implementation, it is necessary that:

- Representatives from EU institutions (DG MARE; DG Growth; DG ENV...) advocate and implement measures and funding programmes at the European level fostering its implementation;
- Tourism ministries of EU countries and other MED countries advocate and implement measures and funding programmes within their respective countries fostering its implementation;
- Representatives from the academia (e.g. researchers, professors) make countries, regions and local destinations aware of the model and guide its implementation.

In order to implement it, it is necessary to involve:

- DMO or leading entity public, private or mix that so far has been fully or partially managing the destination;
- National / Regional/Provincial / Local authorities with tourism competencies;
- Representatives from a specific sector of the local/regional government (e.g. Tourism or Economic Development departments);
- Town centre management organizations, Park Authorities and Coastal and Maritime Protected Areas;
- Stakeholders from the tourism private sector (e.g. incoming agencies, tour guides, accommodation establishments, etc.);
- Representatives from the academia (e.g. researchers, professors), consultants and experts of different domains (tourism governance, environmental sustainability, etc.) that can guide/support its implementation.

3. DESCRIPTION OF THE MODEL

3.1. The vision

The vision for Sustainable Management of Tourism Destinations pivots on believing that:

“Tourism planning certainly holds the key to the sustainable management of a tourism destination.” (As Conaghan, Hanrahan and McLoughlin, 2015: 103).

“Governance directly affects whether – and how – real progress is made toward securing the economic, socio-cultural and environmental goals of sustainable tourism development. In the Mediterranean context, tourism destinations have much to gain from adopting a sustainable governance approach, whereby tourism is understood as part of a broader urban or regional ecosystem and the tourism destination is conceived of as a quality place to live, work and visit.” (Wilson, BleuTourMed 2019: 13)

3.2. 5 fundamental steps

There is a **complex balance to be achieved in tourism destinations of all shapes**, sizes and climate, for achieving economic development for the residents without putting at risk again their wellbeing and the tangible and intangible elements of their environment whether they are natural or cultural. Overtourism has extensively been written about and many authors reach the conclusion that it occurs precisely due to a lack of management (Oklevick, Gössling et al, 2019; Panayiotopoulos & Pisano, 2019; Hall, 2009 & 2008). Hence, this document intends to **facilitate a model step by step for tourism destinations** so to make them able to follow and implement the model from their own particular characteristics, body of regulations and laws. The key contribution is the **logic** behind it, then the implementation will vary.

The **focus** is put on **“local tourism destinations” understood as destinations at city, town level, or a bundle of small towns, a county**. The reason behind it is that in this mix of destinations there are usually those with less resources, less access to the much-needed skillsets but who live tourism directly in their streets every day. **Regions and countries** play a strategic role in sustainable tourism development. They are certainly part of the management model as all destinations benefit from National and Regional Tourism Authorities or Organizations being committed to sustainable tourism development and to supporting local tourism destinations and activities.

The Management Model is divided into **steps to be taken by the stakeholders of the local tourism destination**. **Step 0** is not included, as it indicates the desire to be sustainable, which is taken for granted, and hence not explained in detail.

In case, there are destinations still at this stage, the recommendation would be to engage in (1) an identification of stakeholders, including those not interested in having tourism in their city/town/county, (2) a participatory process of consultation to listen the interest to move forward, under which conditions, detect natural leaders, key stakeholders already acting sustainable, those that still have no clue, and (3) making a joint decision on whether to move forward towards sustainable development of tourism or not.

Step 1 refers to entrusting a **leading person and entity to facilitate the collaboration among stakeholders**. The entity should foster dialogue, reach consensus and execute what is planned. Destinations that already have this, can use the model to improve collaboration with stakeholders not considered so far.

Step 2 addresses the **assessment** needed to be conducted in the destination to understand the starting point, which includes MITOMED+ indicators and its intuitive and useful platform.

This is to be conducted prior to drafting a **shared vision, budget and timeframe** to be approved as part of **Step 3**.

Once the destination has a clear vision defined in a participatory process, the **strategic areas, the destination’s goals, the action plan and its implementation, as well as the communication plan** is the focus of **Step 4**. This is evidently as well achieved in a participatory process, complex but of the utmost importance in order to gain trust and ownership by all parties.

Finally **Step 5** refers to **monitoring and evaluating**, not only how the action plan is implemented but also the indicators to see whether the plan is impacting as expected, should be evaluated to take further measures, if needed, in a continuous fashion.

3.3. Key principles as backbone of the model to be applied

a. Policy drawing and implementing

These policies should be drawn under a broad consensus, not just by tourism entities, but rather with ownership by all stakeholders, aimed at sustainable and inclusive development, while staying competitive and innovative.

b. Structure definition, implementation and strengthening

All tourism destinations no matter how small or large count with public and private entities involved in tourism. More often than not, these are not working together in a synchronized and smooth manner, this tends to result on all kinds of unbalanced consequences. The management model needs to impact on the strengthening of these structures, otherwise no matter which sustainable commitment an entity agrees to the rest will not implement it.

c. Coordination and Cooperation of the stakeholders for an efficient management and implementation

The previously mentioned structure should have a methodology easy to be followed by the stakeholders that fosters frequent communication channels and also less frequent formal channels for evaluating, planning and implementation. There is no single model for all municipalities or regions across the world, but there should be a set basis of principles for the management model to not be just theoretical but easily applicable. This refers to horizontal (among stakeholders of the very same local destination) and vertical (among relevant stakeholders at international, national, regional and local levels) coordination and cooperation.

d. Value chain strengthening to shift to other tourism development models more sustainable and inclusive

The management model considers that the current business models or interaction between the different tourism private businesses might need strengthening mostly when in need of shifting from a marked seasonality and single tourism typology dependence to other mix models that foster more sustainable development for the territory.

e. Rigorous and sustained measurement

The management model highlights the relevance of the smoothly operating MITOMED+ measurement system where all stakeholders share their data, knowledgeable partners analyse it and communicate it for all stakeholders to be informed and make decisions.

f. Communication of all processes and results for transparency and to foster a culture of decision making based on data

The management model will fail in the short-term if no communication plan is implemented, as expectations created in the stakeholders could be disappointed through lack of transparency.

g. Innovation

Tourism stakeholders needs to have tight exchanges, discussions and knowledge transfer opportunities with education and research centres as well as with technology-based companies for innovation to be a continuous part of the process.

3.4. STEP 1: Leading and collaborating structure

The **first step to be taken in a tourism destination committed to be sustainable** is having a ‘sustainable overtime’ form of governance. For this, stakeholders need to be identified, a destination development group and partnerships should be established which could be transformed in a Destination Management Organization.

In some countries the form of governance is defined by law or constrained by law, in others there is more room for negotiating or discussing the structure. In any case, there are several options that tourism destinations might consider in order to form a Destination Management Model as UNWTO (2007:136) presents:

- Department of a single public authority;
- Partnership of public authorities, serviced by partners;
- Partnership of public authorities serviced by a joint management unit;
- Public authority(ies) outsourcing delivery to private companies;
- Public-private partnership for certain functions – often in the form of a non-profit making company;
- Association or company funded purely by a private sector partnership and/or trading – again for certain functions.”

This is not an exhaustive list and none of these options are perfect, all have strengths and weaknesses as the following table outlines (UNWTO, 2007: 137) regarding structures that are exclusively public or private:

Table 1 Strengths and weaknesses of types of governance. UNWTO (2007:137)

Strengths	
Public sector	Private sector
<ul style="list-style-type: none"> • Long term strategic approach • Destination awareness creation • Public realm management • SME support • Quality assurance 	<ul style="list-style-type: none"> • Short term tactical approach • Sales focus • Customer relationship management • Focus on market opportunities • Rapid decision making • Entrepreneurial
Weaknesses	
Public sector	Private sector
<ul style="list-style-type: none"> • Lacks a sharp focus on delivering new business • Poor at generating commercial income • Risk averse • Tolerates poor performance • Slow to take decisions • Distrusts private sector and the profit motive 	<ul style="list-style-type: none"> • Lacks a concern for the wider public good • Limited interest in planning for the longer term • Has inadequate resources • Frustrated by public sector

Partnerships across public and private sides should be reached, to avoid that a partial vision of the destination is implemented, which is especially risky when aiming to be sustainable.

In any case, the key message here is that in **each tourism destination the option chosen for the Destination Management Organization (DMO)** should seek:

- **Mix of public and private** in any form that fits culturally and legally

- **A stable structure:**
 - securing funds (taxes, fees, service charges...)
 - led by entities/businesses/persons respected in the destination
 - empowered legally if possible*
- **Being multi-dimensional:**
 - locally based impacting on the everyday reality of the destination,
 - staying connected to origin markets and knowledge-hubs that might be far away from the destination
- **In charge of joint definition** of the **strategy**, of the **planning** and most importantly of its **implementation, monitoring and evaluation**.

*It is critical that the outputs of the DMO are the result of participatory processes among all stakeholders and as such these are binding.



Figure 1 Entities with whom the Destination Management Organization needs to collaborate and coordinate. Own elaboration.

The local **Destination Management Organization**, in any of the forms that the destination chooses to use out of the list on the previous page, is strongly **encouraged** to:

- Having within the local DMO **public and private entities** well represented or having formal agreements among both sides for planning, implementation, monitoring and evaluation.
- At times destinations embody **stakeholders** beyond the public administration of the destination (town hall or county government), and the tourism private sector (accommodation, tour guides, incoming agencies, activity companies, etc.), might also include other organizations such as town centre management organizations, neighbourhood associations, national park, local authority, protected areas management bodies etc. All of these should be part of the DMO or connected to it in one form or another as tourism affects them and is affected by them.
- Have ties or open fluent **communication channels with Public administration at levels higher than the territorial level of the destination**, for instance with a regional government, the Ministry or National Tourism Organization/Authority (NTO/NTA) but also with other international tourism entities such as European Tourism Commission, NECSTouR, UNWTO, UNESCO, etc, in order to be up to date with the latest trends, issues and measures to address them.
- Identifying **key partners among academia, tourism experts** (researchers, consultants), **environmental experts** to be able to contact them for assistance when the skillset needed is not locally found and/or a new challenge is emerging, and scientific support is needed. The purpose here is to learn and absorb knowledge so that the local skillset widens, not to become continuously dependent on external knowledge.
- If the destination counts with resources such as **National Parks or Biosphere reserves** that beyond the local level have an authority at the national or international level, the DMO needs to have open communication channels with these entities.
- Having open fluent **communication channels with the private sector** (individually or collectively, clusters, associations...) at different levels: regional, national, international, as these impact the destinations and decisions might not be made locally, rather wherever the headquarters are based.
- Identifying **key partners among urban planners and/or architects** when the challenge relates to urban/territorial planning/mobility;
- Identifying **key related industries** (based in the destination or beyond) that help the tourism industries being competitive, sustainable and inclusive so that private tourism businesses are acquainted and can work together.

The role of the DMO would be (UNWTO, 2007):

- **Creating a suitable environment for tourism to be developed sustainably**, which embodies: legislation, policies, regulations and taxation
- **Promoting the destination in order to have visitors** at the destination specially of the profile desired as agreed among all stakeholders for the sustainability of the destination
- **Securing an adequate delivery** on the ground exceeding expectation.

The local DMO needs to collaborate with the Public Administration for the following purposes:

- Writing, discussing, agreeing, implementing, reviewing the Tourism Destination Vision and Strategy
- Writing, discussing, implementing, reviewing Tourism related policies;
- Reviewing and implementing policies related to: health and safety, waste management, etc.
- Reviewing and implementing mobility services for residents and visitors;

- Reviewing and implementing policies related to: public spaces, signposting, opening hours, etc;
- Reviewing and implementing SME support policies in order to make sure that the particularities of the different tourism industries are considered;
- Reviewing and implementing measurement policies so that the public sector and the private sector report data, and these data are collected, analysed and published;
- Reviewing and implementing Research, Development and Innovation policies;
- Regarding supra DMOs (regional, national, international)
 - Cooperating in marketing actions, trade show participation, fam trips, press trips, market research, etc.

The local DMO needs to collaborate with tourism businesses for the following purposes:

- Writing, discussing, agreeing, implementing, reviewing the Tourism Destination Vision and Strategy and Marketing Plan It is especially important to note that DMOs do not control the promotion content that stakeholders execute of the destination, this coordination will depend on their relations and participatory process to define the key principles so that stakeholders have ownership over the destination marketing plan and hence implement it in line with it;
- The private sector can be consulted when regulations or laws are being drawn;
- Communication coordination in order to uphold the values and identity of the destination that is promoted to achieve a desirable demand.
- Supply demand adequacy:
 - Measuring: reporting data, using data for decision making, research on current demand, potential demand, how to get to them, tourism impact, latest trends, etc;
 - Training on ICT, Business Management, Quality, Sustainability, Accessibility, etc;
 - Upgrading and innovation within firms;
 - SME support policies available or that can be opened up;
 - Product/service development and continuous upgrading;
 - Continuous maintenance and monitoring of tourism resources;

The local DMO needs to collaborate with related industries, i.e. with:

- Marketing and Communication firms supporting the delivery of the Destination and Tourism Businesses communication campaigns addressing the desired agreed demand for the sustainability of the destination;
- Technology based firms so that SMEs implement ICTs, innovate and can even jointly be part of Research and Development projects;
- Education entities, in order to be up-to-date regarding trends, efficient measures for current issues, in order to innovate, and be even part of joint Research and Development projects;
- Statistics Institutes /Organizations, in order to report data and use the resulting data and information to make decisions, or even to do specific research relevant for the tourism industries;
- Tourism/Environment experts, in order to be up-to-date with efficient measures for current issues or even to do specific research relevant for the tourism industries;
- Urban Planners/architects, in order to work in cooperation with the public administration to plan for territories that have the wellbeing and prosperity of residents at the core of the model.

The DMO needs to appoint a DMO manager with a minimum set of skills, including:

- Inherent leadership skills recognized by the tourism industries;
- Good relations with public and private tourism entities;
- Communication skills;

- Negotiating skills;
- Association Network management and coordination experience;
- Tourism working experience;
- Competitiveness basic knowledge;
- Sustainability basic knowledge;
- Inclusive tourism basic knowledge;
- Sufficient command of English.

For destinations that cannot afford solely on their own to count with this DMO Manager, solutions could be found by joining forces with nearby destinations that are not rivals, but rather complementary destinations that can help extend the length of stay of medium and long-haul visitors. Another alternative is seeking subsidies to up-skill the workforce if needed skills are not yet available locally.

3.5. STEP 2: Assessment

As part of this step the following elements need to be assessed by the DMO with the collaboration of numerous stakeholders to find out the starting point of the destination in the journey towards sustainability:

- **Supply analysis** – continuous update of resource inventory, status and actions executed for their protection, especially those endangered or that need special attention and diagnosis on whether the supply side has incorporated sustainability practices or not, to which extent and what is lacking to move forward - it might be training, or human resources, financial resources, sustainability awareness and understanding, etc. Included here is the analysis on whether suppliers are communicating their sustainability practices or not, and how successfully, to their demand targets. Innovation, accessibility and inclusive practices should be assessed as well;
- **Demand analysis** – diagnosis on the current visitors' behaviour regarding sustainability and analysing potential demand that could be attracted with even more sustainability patterns and how to reach them. In order to respond to the question: who are the visitors the destination wants? Potential demand market research needs to be conducted to identify them and to find out how to attract them. Accessibility requirements met and not met should be considered as well;
- **Tourism Plans, Tourism Strategic Plans, Tourism Marketing Plans** and any other current or former plans should be studied in terms of how much of those have been implemented in terms of assessing:
 - Governance issues and strengths, mechanisms that have and have not worked;
 - Whether plans have incorporated implementation action plans, monitoring processes, communication processes and evaluating processes and how successful have they been thus far with identifying room for improvement;
 - Sustainability principles that are already in place and those missing;
 - Stakeholders involved in the process of defining the plans, its implementation, communication, monitoring and evaluating;
- **MITOMED+ indicators**, which are aimed at managing tourism destinations sustainably, should be implemented to be aware of the starting point of the destination on a continuous basis for the sustainable development of the destination. Tourism Destinations are encouraged to use MITOMED+ online platform and follow the Manual of transfer of Best Practices of MITOMED+ as this manual helps to transfer best practices in the development, implementation and use of sustainable tourism indicators. The project ALTER ECO provides a deliverable that might be of use in this assessment phase, as different good practices are shared in an online platform very accessible: www.alterecotips.com where methodologies for diagnosis of a tourism destination sustainability are seen through practical cases that have implemented them. DestiMED can

also contribute with a monitoring system to assess the sustainability of ecotourism products: methodology for the application of the ecological footprint approach to a ecotourism product in a Protected Area and online system to insert data and receive the final Ecological Footprint assessment (the software is still under preparation, it will be launched on October 2019.)

- **Current trends and risks**, and mechanisms other destinations are using to tackle them or benefit from them.

Many of the plans that the destination might have had overtime might have failed because of numerous reasons, some out of their control - such as the lack of financial resources - but some might have been due to implementing mechanisms that culturally do not fit or having policies that needed significant updating. This assessment would throw light into these and many more nuances. Moreover, in order to be able to modify policies, laws, regulations and action plans, evidence on their impact over time needs to be gathered (UNEP and UNWTO, 2005).

The **results of this assessment need to be communicated to all stakeholders** for transparency's sake and in order to be coherent with a participatory process for all stakeholders to have **ownership** over the starting point and the steps ahead in the sustainability journey.

In case that external funds are needed for this assessment, please check Annex V and different possible funding opportunities identified (not exhaustive).

3.6. STEP 3: Shared vision, budget and timeframe

In the light of the result of the assessment, a shared vision needs to be agreed upon (please see figure 2 for the full process). This vision should not be written from scratch, but rather be aligned with UN SDG 2030, UNWTO principles, EU, CPRM sustainable tourism recommendations, Athens Declaration, MED recommendations, the destination national position on sustainable tourism development, as well as the regional and local position. Moreover, this process of defining a shared agreed vision was one of the main aspects that came up in the policy learning seminars that MITOMED+ conducted with stakeholders of different local municipalities.

All of this literature review should produce or influence the drafting of the vision. This draft should then be reviewed by stakeholders at large. A **participatory process** is strongly recommended as it is critical for consulting and defining a sustainable vision for the tourism destination². Discordant opinions should be also sought after at this early stage, respected and taken into account. Well informed opinions are also critical in this process.

The consultation process relies on the efficiency and on the open and fluent communication that the DMO manager needs to have with the members of the DMO and/or entities with whom it holds collaboration agreements (always depending on the type of DMO). Prior to consulting, the DMO should first share the draft. Hence the first circle of stakeholders, e.g. the Association of Hotels or of Active Tourism Companies, should receive it via mail with a call to understand how relevant this is among their associates and beyond, as they see suitable within their own mission/ objectives. Then, the consultation process needs to be done in numerous mixed focus groups that embody all public and private stakeholders and other key stakeholders the destination might consider relevant. Hiring professional facilitators with specific skill set would help ensuring the success of the consultative process (e.g. FUTOUR – organisation for CO-EVOLVE4BG pre-kick Off in Barcelona).

² Clifford and Valentine, 2003; Herremans, 2006; ETE and UNESCO MaB, 2007; Lovelock and Boyd, 2006; Lovelock, 2011.

After this, a final version of the vision should be shared in the DMO board or grouping for its final approval, first sharing, then discussing and approving or having a next round of consultation if major modifications are requested. This phase might take some time, but it needs to be a real shared vision, with **stakeholders owning** it so that then they feel compelled to execute it.

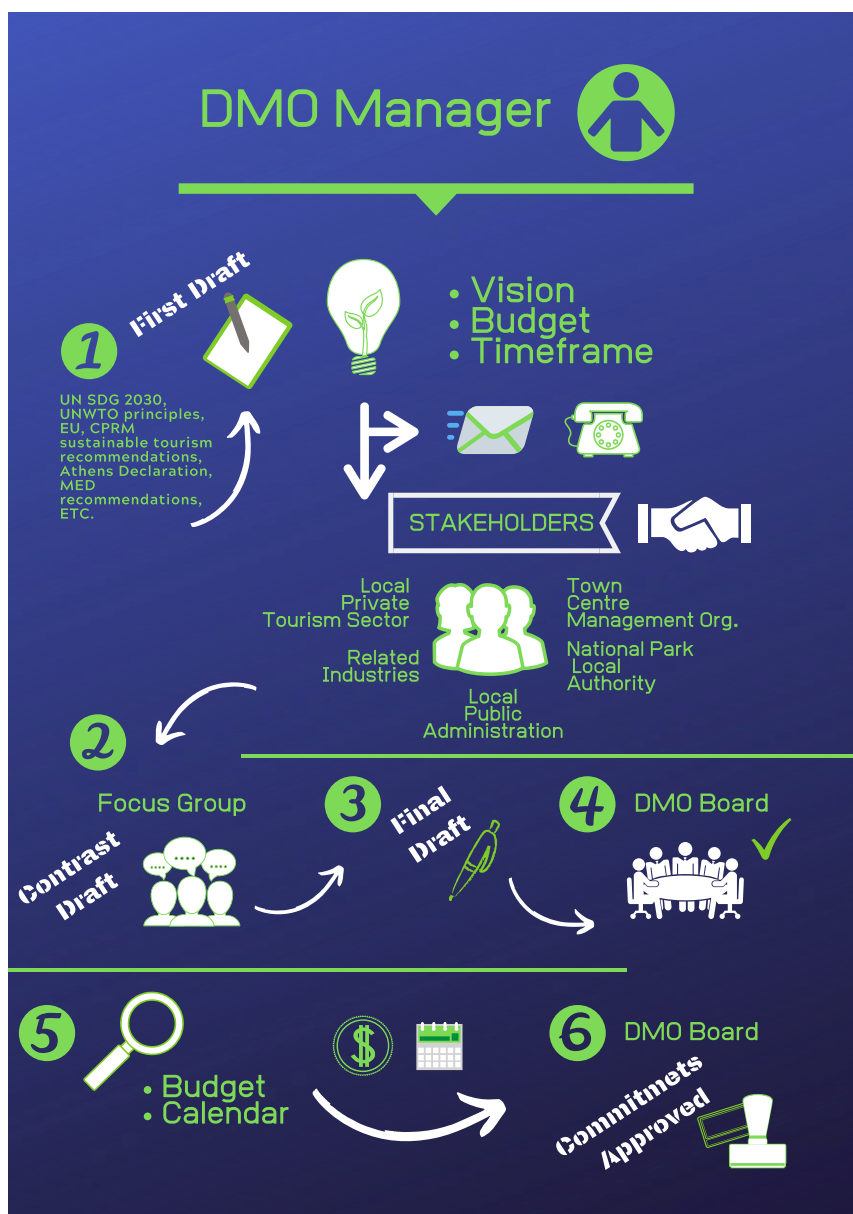


Figure 2 Steps towards shared vision, budget and calendar. Own elaboration

After the shared vision has been approved, **budget and timeframe** needs to be defined and allocated. When discussing the vision, a reasonable hint on timeframe and budget needs to be included otherwise unsuitable features/elements could be included that would delay the process later on. This is for the DMO manager to define and obtain, and for the stakeholders to commit to. This usually happens on b2b meetings or among the quarterly meetings of the DMO with relevant stakeholders.

Regarding the budget, depending on the DMO formula (public, private, mixed) the financial structure would vary significantly, from % on products and services provided, from taxes, from annual fees of DMO members to direct public administration contribution for specific actions, among many other options. In case that external funds are needed for this step, please check Annex V and the different funding opportunities identified.

Concerning the timeframe, this is a sensitive topic, since several considerations might apply depending on the case: political cycles, budget cycles, imminent changes in regulations, policies or laws that might actually change the playing field, among others. In any case, there need to be goals, actions, **responsible entities and deadlines** for immediate, short term, medium and long-term execution.

3.7. STEP 4: Formulation, consultation and approval of Sustainable Tourism Development Strategic Plan

Sustainable development is impossible to be achieved without destination policy, planning and development (Ritchie and Crouch, 2003). Before starting this process, the current management model proposes that any plan developed by destinations that intend to be sustainable needs to be not an economic plan, but a **holistically sustainable and competitive plan**.

As the following figure shows, the plan should be based on **five different pillars**: governance, competitiveness, innovation, sustainability and inclusion. Moreover, the sustainability pillar specially points out three dimensions: social, environmental and economic. All pillars are overlapping as the plan cannot have actions aiming at being competitive that neglect to be sustainable or inclusive as well. This approach is in line with the UNEP-UNWTO (2005) twelve aims of sustainable tourism, the GSTC criteria for destinations (2019), the EC ETIS (2013) for sustainable management at destination level, the MITOMED+ indicators and Wilson–BleuTourMed (2019) sustainable development governance factsheet.



Figure 3 Pillars to be across the plan. Own elaboration

This step has a clear connection with the projects' deliverables of CO-EVOLVE, ALTER_ECO and DestiMED when analysing and shaping a sustainable C&M tourism strategy in specific destinations:

- Threats & Enabling factors analysis at local level: identification of main issues to be tackled, defining objectives and possible actions (i.e. "Analysis on threats and enabling factors" conducted within CO-EVOLVE project)
- Participation: competent authorities in coastal-maritime management and tourism development set-up with local stakeholders, a participatory process to co-design the future of the area and of the touristic offer, involving the wider "local system" (committees, associations, communities, operators, enterprises, etc.) (i.e. participatory process of CO-EVOLVE);
- Strategic Plan/policies and Local Plans: to be implemented by the Competent Authorities and by the local actors involved (possibly ruled by agreements, MoU, Coast Contracts, etc.) also creating participatory consultative tables (local task force, coordination boards, etc. with "local system" representatives) for activities of monitoring, updating and upgrading of the Local and strategic Plans (i.e. CO-EVOLVE "tourism-driven strategic planning on pilot area");
- Introducing customized/alternative tourism strategies (i.e. "Innovative tourism strategies" of ALTER ECO to tackle exceeding carrying capacity). Alternative routes building on identity: ALTER ECO has developed a methodology to estimate the identity loss of tourism urban areas and proposes alternative routes through less known tourism resources built on identity values, traditional symbolic characteristics of the place.
- Manual for ecotourism products: DestiMED Guidelines for establishing ecotourism products in Mediterranean PAs: this is a Manual that resumes our approach step by step and can be used as guidance by any Protected area wishing to apply the methodology.
- Mediterranean ecotourism products standard: DestiMED has developed a series of criteria and indicators, based on ETIS and GSTC and former MEET project, to support protected areas and local service providers in setting up sustainable and viable ecotourism itineraries of several activities. The criteria and indicators are linked to a monitoring platform that showcases the results as a dashboard.

Moreover, any Sustainable Tourism Development Strategic Plan needs to address:

Planning and Managing

- Inclusive process among destination stakeholders to define the destination they desire to be;
- Policy and planning specific to the handle exploitation, local access and innovation;
- Building bridges with other entities beyond the local destination, towards regional, national and international for research, development, innovation, management, measuring, and many more topics;
- Visitor management;
- Management of security, health and safety;
- Crisis and emergency preparedness and response;
- Policy and planning for light and noise management, energy conservation, sewage treatment, solid waste management as well as water management;
- Inclusive approach to management of the destination involving all stakeholders;
- Regulating Coastal and Maritime activities taking into account the Maritime Spatial Planning (MSP), the Integrated Coastal Zone Management instrument (ICZM), the UNEP/MAP Mediterranean Strategy for Sustainable Development, the Blue Growth Strategy, UfM Declaration on Blue Economy and Bologna Charter Initiatives and the Integrated Regional Development policies on sustainable tourism. With regard to the Euromediterranean initiatives, tourism destination implementing this model are expected to address BLUEMED and West MED priorities such as:

- - The ones established in the BLUEMED Strategic Research and Innovation Agenda, which identified the governance of maritime space and marine resources in the Mediterranean as a key challenge: Goal C1: Linking tourism, tourists and environment - Action C1.7: Develop monitoring and evaluation systems of tourism flows (economic, social and environmental), assessing carrying capacities of destinations, to support an efficient management of tourism flows and impacts leading to an effective governance of tourism growth;
- Those of the West MED roadmap. Indeed, six priorities for action have been identified. These actions aim to support the development of the blue economy in the Western Mediterranean in the short, medium and long term by building on the real added value of this sub-regional cooperation framework and existing or potential funding opportunities: 1. Maritime cluster development; 2. Biodiversity and marine habitat conservation and restoration; 3. Sustainable consumption and production; 4. The development of coastal communities and sustainable fisheries and aquaculture; 5. Skills development and circulation; 6. Maritime safety and the fight against marine pollution.
- To promote/valorise the coasts, sea, islands, as well as the inland areas;
- To promote the development of alternative targeted/specific offers (cultural, historical, archaeological, traditional, gastronomic, cycling, trekking, etc.) I.e. Ecotourism package of DestiMED;
- To govern and regulate de-seasonality, planning, programming;
- To promote thematic offers or integrated packages, suitable for different periods of the year.

Social sustainability

- Involvement of youth and Senior population;
- Involvement of people with disabilities;
- Repopulate areas with low population density;
- To assure decent jobs, good work conditions, adequate salaries;
- To ensure gender equality opportunity;
- To ensure respect for rights of men and women employees in the tourist sector and in linked activities;
- To valorise local communities' traditions, skills and competences of citizens and local operators;
- To activate Participatory Processes at local level in order to identify, by also co-designing options, touristic thematic-offers to be developed, I.e. "tourism-driven strategic planning on pilot area" of CO-EVOLVE;
- To Identify people and expertise to be involved, to define roles and participation tools;
- To arrange and support local networks connecting local tourism thematic-offers with the main tourism operators (national/international);
- To enhance the local sustainable development of tourism by promoting MEDITERRANEAN IDENTITY through the implementation of alternative tourist strategies (i.e. -ALTER ECO toolkit -ALTER ECO declaration).

Education, Research and Innovation

- To share knowledge and information;
- To Increase skill set locally;
- To research best practices in managing complex tourism scenarios;
- To promote a market research to identify the right demand for the destination according to behaviour, values, etc.

Supply competitiveness and Environmental sustainability

- Sustainable and Inclusive Product development to meet market demands for the markets relevant to the destination;

- Product development and supply in general must be carefully pivoting on local identity and co-ordinated among different stakeholders;
- Counting on local suppliers, fostering entrepreneurship;
- Cultural and natural heritage balance between protection, maintenance and use by locals and visitors;
- Protecting and enhancing cultural heritage, local identity and assets;
- Guidelines specific to wildlife, forest and plant management;
- Guidelines specific to protected areas management (I.e. Guidelines for sustainable management in protected areas of DestiMED)
- Attractions preservation/protection;
- Using low impact transportation;
- Inland activities development, management, marketing and evaluating;
- Seasonality – fostering activities away from main seasons and rethinking activities therein;
- Reducing/ limiting resources consumption, water/air/soil pollution, banning single-use plastics;
- Operating a correct waste management;
- Activating/educating tourists for responsible fruition of protected areas and ecosystems.

Measuring

- Continuous measuring, monitoring, communication and evaluation of the situation of the destination and its supply and demand in order for the management to be alive, dynamic and efficient;
- Investing in data availability.

Finances and Economic sustainability

- Enough and sustained budget over time;
- Adequate prize of the services, adequate allocation of the costs;
- Adequate distribution of the incomes, to guarantee the wider benefits for the territory (maintenance, protection, etc.) and the local communities (welfare, education, wellness, etc.)

As in the **process of agreeing on a shared vision, the process of formulation, consultation and approval** is laid out in different phases:

STEP 4 PHASE 1. **The DMO Manager produces a draft (V0) of strategic areas, destination objective and a skeleton draft (V0) of the action plan** based on the results of the assessment where key priorities and learning from previous experiences were identified. This first draft is then shared to DMO members or DMO board or any form the destination has of the next inclusive circle of key stakeholders, via mail and with a phone call to highlight the importance of reading it.

STEP 4 PHASE 2. **These stakeholders provide feedback in a joint meeting,** or individual meeting for those not being able to attend the joint meeting, and **DMO manager produces a consolidated document** with the key strategic areas, destination objectives and a draft for the action plan (V1).

Please see the following figure where the full process is explained.



Figure 4 Participatory process for Strategic Areas, Objectives, Action plan and Communication plan. Own elaboration

STEP 4 PHASE 3. **V1 is shared in an event where working groups take place breaking the broad audience into mixed groups.** It is of the utmost importance to get to this event stakeholders from all tourism industries, representatives of key tourism resources natural or cultural, civil society representatives, public authorities, association representatives and members. It is not so much a matter of quantity as it is of quality and diverse opinions to be present in the working groups. For this, the DMO manager might count with the help of academics/consultants in the region to facilitate these dynamics and reach conclusions.

STEP 4 PHASE 4. **The DMO manager**, also with the help of academia, **generates the final version of the strategic areas**, and the pre-final action plan, as well as the implementation plan, monitoring system and communication plan.

STEP 4 PHASE 5. **A pre-Final version of the action plan is sent via mail** (with a phone call to highlight the importance of reading it) to **all representatives of stakeholders** setting a date for a joint meeting to give final feedback and amendments.

STEP 4 PHASE 6. The final version of the action plan and of the communication plan is shared in an **open event** where working groups are formed to steer attendees to commit to different actions to be implemented. During this event the action-implementation plan and the communication plan will be presented to all tourism stakeholders, who are informed about the implementation, the channels that are part of the process, the visibility of their involvement, etc.

The final version will always be publicly available online.

All plans should have a **multi-year strategy that is checked in terms of policies, budget** and any other constrain / opportunity aspect.

The **action-implementation plan** needs to include per each action:

- Entity(ies) responsible;
- Entity(ies) involved;
- Tasks;
- Targets;
- By when it should be accomplished, including intermediate steps;
- Budget allocated.

Please see in Annex III the **template for the action plan**. In case that external funds are needed for this step, please check Annex V and the different potential funding opportunities identified.

The **communication plan** needs to include:

- Target audiences;
- Channels per target audience;
- Content broadly speaking;
- Calendar of publications and events.

Please note: the communication plan refers to how, when, to whom the DMO is going to communicate the process of implementing the action plan. It has nothing to do with a destination communication plan towards demand.



The **marketing plan** of the destination **should be defined after the sustainable development plan of the destination is conducted**. Most destinations across the globe basically have marketing plans, not actually management plans and here a significant shift needs to happen. The target of the marketing plans should be defined based on the sustainable development objectives of the destination. The demand the destination wants to go after needs to be the one contributing to the sustainable development of the destination, not the other way around. Marketing should be based on authenticity, identity of the host community, their values, goals and needs.

3.8. STEP 5: Monitoring and evaluating

Sustainable development of tourism is a continuous process, and as such it is of particular importance a continuous monitoring, to then evaluate and communicate how actions are to be taken to amend or mitigate any issue that emerges.

Monitoring requires again the collaboration of all stakeholders as the DMO manager does not have all the information available, he/she needs the collaboration of the different stakeholders to report but also to use this information for their own management and development of their activities. Users and producers are the same stakeholders and this needs to be present on people's mind from the

beginning otherwise the process of monitoring is understood as imposed instead of as a valuable source for all persons involved of key information on several elements such as:

- Development stage of different actions;
- Issues emerged;
- Solutions found;
- Methods that work and those that did not;
- Stakeholders most/least involved;
- Budget remaining, needs.

It is vital to **monitor and evaluate social and cultural heritage improvement initiatives** to ensure there is no damage inflicted upon the destinations. It is also important to ensure the tourism industry is protecting the quality of the environment. This requires monitoring of the landscape, biodiversity protection, water security and quality.

Monitoring and evaluating entails two **intertwined processes**:

- a. One related to the **indicators of the different action plans**, to monitor how the implementation is going, actions accomplished, issues that emerged, solutions that were found, etc;
- b. Another one related to **sustainable measurement of the destination**: destination as a whole, environmental, social and economic indicators.

For the first one, please see table 1 on **example of actions and KPIs**, and for the second one **MITOMED+ proposes a set of 33 indicators**, sourcing from an ETIS analysis that can be seen on table 2.

Regarding action plans and KPIs, each destination will have their own, responding to their shared vision, key strategic areas, inherent characteristics. However, when **measuring the sustainability of tourism, it is strongly recommended that destinations implement a common framework, at least for the core indicators**. This way, the destination can not only compare itself over time but with other similar destinations as well. This is one of the key advantages of the intuitive online platform that MITOMED+ has developed for destinations to upload their indicators' data and be able to see their data and that of others and compare. CO-EVOLVE project also develop a "tourism sustainability toolkit" aiming at providing planners and policy makers with a user friendly and automated environment/form for measuring and monitoring the key issues related to the sustainable development of each destination. Moreover, the tool is designed to be flexible and easily adapted to the specific needs, development patterns and policy goals of each destination.

In the future, as Di Marzo (2019) stresses, a single methodological framework on measuring the sustainability of tourism at subnational levels is expected to be available hence helping all destination to follow this single framework and then adding their particular indicators.

Communication is a critical part of the process, transparency builds trust, and trust is needed for the full collaboration and management to occur. Hence the monitoring, evaluating and measures taken as a result need to be timely communicated for users and producers to be up to date involved in the process that belongs to them.

In case that external funds are needed for this step please check Annex V and the different funding opportunities identified.

Examples of actions and indicators for monitoring the implementation of the Destination Sustainable Tourism Development Action Plan

Table 1 Examples of actions and indicators for monitoring the implementation of the Destination Sustainable Tourism Development Action Plan

ACTION	Indicator
Implementation of the action plan	Number of actions 100% implemented
Transparency on action plan implementation	Number of actions for which the information on level of implementation and on whom is responsible to finish it is publicly available
Improve the low carbon accessibility to the beach	% of buses that are hybrid or electric variation with the previous year
	Bike sharing companies operating in the municipality
	% of visitors using public transport to reach the beach
	% of visitors using bikes to reach the beach
Increase relevance of tourism within the government	Increase (%) in budget of tourism with the previous government
	Whether tourism is part of the Smart Specialization Strategy of the municipality
Increase the use of local products by tourism industries	Number of accommodation providers using at least one local gastronomic product for providing breakfast with signs communicating it to visitors
Sustainability commitment by tourism businesses	Number of subsidies granted based on sustainability advances made by applicants
	% variation from previous year on number of tourism businesses with a Sustainable Management Accreditation
Tourism contributing to local employment	Number of local residents working in tourism
	Number of companies that out of all employees 60% are local residents
	Number of companies providing at least 15hours training to employees with a certificate
	Number of companies with 60% of employees being permanent
	Number of tourism companies operating in the destination that are local (the headquarters are at the destination)
Residents quality of life is improving thanks to tourism	Increase in leisure activities supply in the past xx years
	Increase in transport frequency per neighbourhood in xx years
	Level of satisfaction of residents in relation to the volume of visitors in high season
	Level of satisfaction of residents in relation to the attitude of visitors in high season

Table 2 MITOMED+ list of indicators

N.	ETIS Group	INDICATOR DESCRIPTION
1	DESTINATION/ GENERAL	Percentage of the area of the destination with a sustainable tourism action plan, with agreed monitoring, development control and evaluation arrangement
2	DESTINATION/ GENERAL	Percentage of visitors that are satisfied with their overall experience in the destination
3	ECONOMIC	Percentage of tourist organizations in the destination using a voluntary verified certification/labelling for environmental/quality/sustainability and/or CSR measures
4	ECONOMIC	Relative contribution of tourism to the destination's economy (% GDP)
5	ECONOMIC	Average length of stay of tourists (nights)
6	ECONOMIC	Number of overnight stays
7	ECONOMIC	Occupancy rate in commercial accommodation
8	ECONOMIC	Direct tourism employment as percentage of total employment
9	ECONOMIC	Daily spending per tourist
10	ECONOMIC	Total number of cruise passengers per day, in relation to total population (1 on 1 proportion)
11	SOCIAL & CULTURAL	Number of beds available in commercial accommodation in relation to residents (1 on 1 proportion)
12	SOCIAL & CULTURAL	Variation (%) of unemployment rate between low and high season
13	SOCIAL & CULTURAL	Number of equivalent visitors per resident (1 on 1 proportion)
14	SOCIAL & CULTURAL	Number of second/rental homes per 1 home (1 on 1 proportion)
15	SOCIAL & CULTURAL	Percentage of tourist attractions that are accessible to people with disabilities and/or participating in recognized accessibility schemes
16	SOCIAL & CULTURAL	Proportion of cultural sites and practices under some protection label related to the total number of cultural resources
17	SOCIAL & CULTURAL	Average wage in tourism for women compared to men's employment
18	ENVIRONMENTAL	Percentage of destination (area in km ²) that is designated for protection
19	ENVIRONMENTAL	Percentage of the destination area under a biodiversity protection plan
20	ENVIRONMENTAL	Solid urban waste produced by destination (relation of tons per person between low and high season)
21	ENVIRONMENTAL	Volume of solid urban waste recycled (relation between low and high season)
22	ENVIRONMENTAL	Water consumption in litres per person per day (relation between low and high season)
23	ENVIRONMENTAL	Energy consumption (KWh) per person per day (relation between low and high season)
24	ENVIRONMENTAL	Number of colony-forming units of pollution in seawater per 100 ml (Escherichia coli and intestinal enterococci)
25	ENVIRONMENTAL	Number of berths and moorings for recreational boating in relation to total length of coastline (km)
26	ENVIRONMENTAL	Number of blue flags, EMAS, ISO 14001 and other national environmental certifications, in relation to total number of beaches as that part of the coastline considered bathing area

27	ENVIRONMENTAL	Percentage of sand nourishment
28	ENVIRONMENTAL	Percentage of coastline Km of free access beaches relative to total lineal Km of beaches
29	ENVIRONMENTAL	Water quality in tourist harbours/marinas
30	ENVIRONMENTAL	Percentage of beaches accessible to all: mobility and sensorial disabilities
31	ENVIRONMENTAL	Percentage of electric energy consumed by renewable sources
32	ENVIRONMENTAL	Number of days when the NOx threshold is trespassed
33	ENVIRONMENTAL	Use of land: area of developed and building land in relation to land designated as not for building (1:1 ratio)

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Annex I: Results of Policy Learning Seminars

DESTINATIONS THAT HAVE IMPLEMENTED		
	GBM	INDICATORS
Outcomes	<ul style="list-style-type: none"> • Better service/visibility • Sustainability • Accessibility • Better management of coastal destinations • Awareness • Residents appreciate it • Tourists appreciate it • Focus on what is important • Quality • Added value for the destination • Involvement of local communities • Taking responsibility • Marketing and promotion • More information on the beaches • Awareness on recycling and better waste management 	<ul style="list-style-type: none"> • Having a platform • Data provide a better state of the art of the situation of the destination which helps the better planning • Provide data • Support of planning action in the short, mid and long term
Benefits	<ul style="list-style-type: none"> • Cleaner beaches • Change in the attitude of the local population (they are taking care of the beaches, keep them cleaner) • Green beach is an attraction for greener holidays for the tourists, it is a branding that can be used in tourism marketing • General benefits for the area (economic benefits, promotion of local gastronomy, products, etc.) • Promotion of local food and in general local culture at the beaches • Satisfied beach users (tourists and locals) • More beautiful aesthetical beaches • Attitudes of visitors have improved • Accessibility, visibility and cooperation • Social Inclusion and future generations 	<ul style="list-style-type: none"> • Analysis of data that can help you identify your weaknesses and strengths • Better Tourism Planning • Generate “data culture” • Measuring the sustainability of your destination • Improvement of the dialogue and collaboration with tourism stakeholders

Barriers	<ul style="list-style-type: none"> • Elevated costs for implementing and maintenance • Changing mindset of the supply, local businesses • Legal and administrative barriers for the implementation of green beach • Uncertain of current use (green beach) • Lack of enough trained lifeguards • Cleaning company needed to invest more and work more and was reluctant • Several technical barriers in implementing • Protected areas and limited action for the use of the green beach model. • Changing of mindset of local people • Involvement of private sector • Resources (Human and economic) • Training 	<ul style="list-style-type: none"> • Difficult to get data. Very difficult for small communities to collect the data for the indicators • Centralized procedures, tourism policy is done by the central government and very few things can be done by the small communities that can implement the indicators • Not so useful for small communities to obtain this data • Definition of indicators, in some cases we have different definition and different method of collecting the data • Availability of data • Heterogeneity of data
Intent for the short term	<ul style="list-style-type: none"> • Improvements of the beaches • 2nd green beach • New facilities • Include local products as tourist offer • Awareness campaign on the green beach mode and its benefits and lessons learnt from the 3 beaches that implement it 	<ul style="list-style-type: none"> • Standardization
Intent for the medium term	<ul style="list-style-type: none"> • Extend the implementation of the green Beach Model • Drafting action plan with activities and next steps that will be implemented in the long term (monitoring of the action plan) • Increase security (lifeguards) • Events • Communication strategies • Learn from other, exchange of experience, make a network 	
Intent for the long term	<ul style="list-style-type: none"> • Alternative sustainable transportation to get to the beach • Aiming for longer length of stay • Improvement • Behavior change (locals and tourists) • Seeking for higher standards and improving the green beaches • Implementation of the green beach model all over Cyprus under the Cyprus • Tourism Organization 	<ul style="list-style-type: none"> • Sharing experiences
	<ul style="list-style-type: none"> • Close cooperation with the government to overcome obstacles in the implementation of the indicators and green beaches • Improve criteria of rating the green beaches • A very well chained community is needed as the basis for being able to develop any of the two initiatives • Leadership • Preserve what you have 	<ul style="list-style-type: none"> • Close cooperation with the government to overcome obstacles in the implementation of the indicators and green beaches • Further funding from EU and support from the national government • Link measurement and incentives • Maintenance of platform and assistance

Main recommendations/suggestions	<ul style="list-style-type: none"> • Including new stakeholders in the project and give advice and information based on the experiences. • Spread the Pilot action 1 and 2 in other destinations. • Take a first step • Search for positive response from local stakeholders • Further funding from EU and support from the national government • Further funding from the government for the beaches • Replicate it in other destinations 	<ul style="list-style-type: none"> • Permanent Technical Office • More involvement of Statistical bodies
Main demands	<ul style="list-style-type: none"> • Good marketing - promote the green beach, greener holidays, sustainable beaches • Continues collaboration with the stakeholders • Use local products • Avoid plastic • Sustainable transportation • Involve private owners (beach concessions) 	

DESTINATIONS THAT HAVE NOT IMPLEMENTED		
	GBM	INDICATORS
Outcomes	<ul style="list-style-type: none"> • Sustainability • Awareness • Residents appreciate it • Tourists appreciate it • Focus on what is important • Clearer beach • More available new facilities on the beaches • Protection of the environment • Promotion of the community • A green beach model that is an added value for the destination 	<ul style="list-style-type: none"> • Sharing data • Comparable data • Guidelines and Platform of Indicators, analysis of the current situation • Collect meaningful data • Change values • Improve competitiveness • Stakeholder accountability • Communication sharing • Visualization • Believe in the idea • Act on findings • Collaborate • Being open and invest • Allocate Resources • Join forces with universities • Share learning • Delegate • Empower stakeholders • Easy to understand • Regularly updated • Easy to relate to • Transversal local management • Governance • Integrate MITOMED+ system with others

		<ul style="list-style-type: none"> • Exchange experiences 	
Benefits	<ul style="list-style-type: none"> • Better service and imagine of the destination (satisfaction) • Economic benefits • Better management of tourism in the destination and control of the quality • You get the users you desired (type, not volume) (this is prioritized but seen as for the long term) • Environmental protection • Added value • Good promotion for all destinations • Changing habits (tourists and residents) • Branding of the green beach for attracting more tourists (local and foreigners) • Environmental benefits (waste management, protection of flora and fauna) 	<ul style="list-style-type: none"> • Better management of tourism in the destination and control of the quality • Plan • Decision making • Monitor • Implementing • Observing and monitoring the relevant tourism data and using them to design a better tourism policy. • The possibility of confrontation and comparison with other destinations • Better coordination of the local, regional and national policy • Benchmarking • Experiment • Evaluate yourself • Being sustainable • Act on findings • Break myths: image • Develop a network at Mediterranean level • Manage • Intelligent Sustainable • Comparing • Detection/analysis • Transferability of data • Demonstrate • Prevention • Problem solving • Prioritise • Network • Innovation • Learning about your own destination 	
Barriers	<ul style="list-style-type: none"> • Security in the beach: Water currents, species, absence of lifeguards • The absence of a Well chained community • Key leader • How to select the beaches to start from • Need for new urban planning plan • Problems with land ownership • Lack of interests of upcoming • Guests and tourists • Costs of maintenance of the beach • Stakeholders involvement 	<ul style="list-style-type: none"> • Financial and Human resources • Lack of data • Legislation • Dependence on political decisions • Changing mindset of the supply, local businesses • Infrastructural problems • Centralized procedures • Hide incompetence • Unwillingness to be accountable • Challenges power • Inconvenient truth • Lack of political will • Training • Change values • Having knowledge • Why use it if we are already using another system? Increase intersection • Defining starting point 	

		<ul style="list-style-type: none"> • Sustainable development • Pioneering • Diagnosis • Raise awareness • Common criteria 	
Votes to implement it in the short term:	<ul style="list-style-type: none"> • Implementation of Green beach model and facilities • Ask for a letter with the rules on how to implement a green beach (not all understood that this is already public information that they had received already) 		
Votes to implement it in the medium term	<ul style="list-style-type: none"> • Yes for implementing the Green Beach Model • Increase volume of visitors, 1st green beach • Rich ecological visibility, organize events on the beach and support this alternative type of beaches 		
Votes to implement it in the long term	<ul style="list-style-type: none"> • Yes, implement the MITOMED+ management model for sustainable management of destinations / improvement of destination quality management • In the long run, Green Beaches produce economic benefits in addition to their own socio-environmental benefits 	<ul style="list-style-type: none"> • Indicators platform • Collection of data for indicators and upload to the platform – analysis of the results and benchmarking with other destinations. 	
Main recommendations/suggestions	<ul style="list-style-type: none"> • Exchange of good practices and improved learning • Importance of involving the decision makers in the process 		
Main demands for implementation	<ul style="list-style-type: none"> • Exchange of good practices and improved learning • Importance of involving the decision makers in the process 		
Votes feasibility of implementing it	<ul style="list-style-type: none"> • All destinations 		

Annex II: MITOMED+ Memorandum Of Understanding

The objective of the Memorandum of Understanding is to ensure the continuity of the transnational and multi-stakeholder dynamic of cooperation initiated by the MITOMED+ project, financed by the European Programme Interreg Mediterranean. Signatories must adhere to its overall philosophy and commit to its provisions in order to amplify its impact at all levels.

The *Memorandum of Understanding* is available as separate document. If you are interested in joining the MITOMED+ family, you can contact one of the MITOMED + partners!

Annex III – Template of an action plan

Strategic Axis A. – Competitiveness improvement based on local know-how and local products

Programme A.2. – Strengthening local business fabric

Measure A.2.1. – Support the development of traditional commerce: local handicrafts

Description of the measure

In order to support the differentiation of segments and products of the destination, this measure needs to support entrepreneurs and businesses that develop tourism experiences or product selling pivoting on local know how, local traditions, and natural and cultural resources.

Within this measure are included:

- Handicraft workshops offering lessons to learn how to do earrings, necklaces, etc. – produced locally
- Handicraft workshops / stores – produced locally

The subsidies will be granted for:

- Store /workshop conditioning work
- Measures to obtain local providers of quality
- Marketing support
- Training on tourism experiences, addressing the client, and marketing

Actions

- Identify and select traditional commercial establishments and local products of the first sector or derivatives, and artisans of interest for tourism
- Aid for the adaptation of products to tourism needs
- Tourism training for these establishments

Contribution to the achievement of objectives

1. Improve the positioning of the tourism destination as cultural in the market y and z - MEDIUM
2. Focusing tourism competitiveness on service and product differentiation MEDIUM

Contribution to sustainability (or any other relevant area)

1. Contributing to the Environmental Sustainability LOW
2. Contributing to the Social Sustainability and particularly employment improvement LOW
3. Contributing to the economic profitability of the activity (Economic Sustainability) MEDIUM

Priority of execution MEDIUM

Entity and person responsible for the execution:

Collaborating entity:

Beneficiaries

Handicraft Workshops, stores

Following up and evaluation indicators

Number of establishments supported

Annex IV – Example of implementing the model

CASE EXAMPLE:

- A coastal municipality, less than 400 inhabitants
- The town offers: a port where visiting sailing ships and yachts can moor, a sandy beach for sunbathing and swimming, hiking trails overlooking a UNESCO bio-reserve
- 1 small accommodation establishment (potentially some unregulated vacation homes), 3 restaurants, 4 bars, 1 grocery store
- Aging population, younger generations leaving for larger nearby cities for employment
- No tourism office, town hall is formed by a mayor, 3 councillors and a part time secretary
- The town hall has almost a non-existent budget.
- There is no DMO
- No local association of tourism industries
- High seasonality
- More excursionists than tourists
- Increase in population in high season because of second home owners/dwellers.
- Most of the population of the municipality does not live out of tourism
- The townhall would like to further develop tourism to create employment and fix population
- Some of the restaurants are having difficulties to remain open all through the year
- In high season heavy difficulties in finding available car parking spots
- In high season in the port congestion

HOW TO IMPLEMENT STEP 1: Leading and collaborating structure

- The mayor/councillors should arrange a public event for residents and tourism businesses owners to check if this is a desire the residents and businesses share.
- Presenting in the event what they believe would be the opportunities (higher profit for local businesses, higher local employment, less decrease in population, more interaction with other cultures...) and the risks (higher parking issues, more waste to be managed, further congestion in the port, more pollution in the sea...).
- For organising this event and how to approach the dialogue it would be relevant to have experts in participative process. This would allow to design the session in a constructive way, informing without bias the public prior to posing questions, so that residents can respond based on their experience and on the information received.
- At the light of such event conclusions, if the conclusion is to seek further tourism development, two actions are suggested:
 - The election of a representative from the local private sector
 - The creation of a committee or commission or group work or task force representing all sides and opinions (example, town hall, one representative of the tourism businesses, one representative of the environmental group and neighbourhood association if it exists or they consider that the town hall does not represent all their voices).

This committee is the acting DMO of this municipality. This committee would have ordinary meetings, for example every three months and extraordinary meetings, a purpose, and a plan which should be developed in line with the next steps.

HOW TO IMPLEMENT STEP 2: Assessment

This committee should seek funds from a higher level of government and know-how on how to develop tourism sustainably. The committee should then allocate funds for assessing the existing supply and demand, current or former tourism plans if any, measure MITOMED+ indicators and analyse current trends and risks (see full document on Management Model and MITOMED+ indicator methodology). This committee should identify and talk to inbound tourism agencies or destination management companies in larger destinations nearby to organize the offer and the promotion to thus address the demand.

The committee should talk to neighbouring municipalities to see if they desire also higher income from tourism. If that is the case, it is recommended to join forces in requesting funds and know-how support.

HOW TO IMPLEMENT STEP 3: Shared vision, budget and timeframe

At the light of these results the committee needs to:

- write a first draft of the vision, with the estimated budget and the time frame – it might need external help from academia
- this draft should be consulted upon stakeholders of the destination broadly (sending it via email prior to inviting stakeholders to an open event to hear their input)
- A Final draft is written by the committee and approved for implementation
- Budget should be secured thanks to supporting entities like EU funds, national, provincial or regional government or others available to the destination

HOW TO IMPLEMENT STEP 4: Formulation, consultation and approval of Sustainable Tourism Development Strategic Plan

The plan should be based on five pillars: governance, competitiveness, innovation, sustainability (social, economic, environmental) and inclusion.

- An expert appointed by the committee (if funds are available, otherwise the committee) produces draft V0 of strategic areas, destination objective and action plan.
- V0 is shared to the committee for feedback
- The committee provides feedback in a joint meeting, the expert produces V1.
- V1 is shared in a public event for discussing it. For this, the DMO manager might count with the help of academics/consultants in the region to facilitate these dynamics and reach conclusions.
- Expert generates the final version of the strategic areas, and the pre-final action plan, as well as the implementation plan, monitoring system and communication plan.
- Final version shared with the full committee seeking feedback, the final versions are to be approved by the Committee and funds are to be sought after.
- Final version of the action plan and communication plan is shared in an open event to steer attendees to commit to different actions to be implemented.
- During this event the action-implementation plan and communication plan will be presented. All tourism stakeholders will thus be informed on the implementation steps.
- Final version always publicly available online. Annex III: example of an action of the plan.

HOW TO IMPLEMENT STEP 5: Monitoring and Evaluating

DMO needs to secure sustained funds, or reach an agreement with a university so to ensure a continuous monitoring and evaluation process:

- the indicators of the different action plans, to monitor how the implementation is going, actions accomplished, issues that emerged, solutions that were found, etc;
- MITOMED+ indicators for sustainable measurement of the destination: destination as a whole, environmental, social and economic indicators.

The result of this measurement should always be public for all stakeholders to make decisions based on key data.

The last four steps are cyclical, every few years these should be repeated.

Annex V – Funding opportunities to support the implementation of the model at Mediterranean level (not exhaustive)

For more information on EU funding opportunities for tourism, consult the [EC Guide on EU funding for the tourism sector \(2014-2020\)](#).

Funding instrument	Targets	Objectives & eligible activities	More information/application
1. European Regional Development Funds (ERDF) - Regional Operational Programmes (ERDF ROP)	Implementers to check with managing authorities of the National and Regional Operational Programmes as opportunities and available funding may vary from one territory/region/EU country to another		
2. COSME (2014-2020)	Some actions could be implemented with the support of some calls of Europe's programme for small and medium-sized enterprises: https://ec.europa.eu/growth/smes/cosme_en		
3. Horizon 2020 programme (2014-2020)/ Future Horizon Europe programme (2021-2027)	Follow-up of future calls for proposals https://ec.europa.eu/programmes/horizon2020/en (NB: also, some stakeholders from EU third countries are eligible, including some Mediterranean Partner Countries)		
4. Interreg MED Transnational Programme	Follow-up of future calls for proposals www.interreg-med.eu/		

5.ENI Cross Border Cooperation programme for the Mediterranean area	<p>Follow-up of calls for proposals www.enicbcmcd.eu/</p> <p>NB: Monitor the other ENI CBC programmes calls for proposals. E.g. ENI CBC Italy-Tunisia; ENI CBC Black Sea Basin etc.</p>		
6.IPA CBC Programmes	<p>Calls for proposals of IPA CBC programmes: Italy-Albania-Montenegro, IPA CBC Croatia – Bosnia and Herzegovina – Montenegro, IPA CBC Greece – Albania, IPA CBC Greece – The former Yugoslav Republic of Macedonia</p>		
7.TAIEX - Technical Assistance and Information Exchange instrument of the European Commission.	<p>The TAIEX mandate to provide assistance covers:</p> <ul style="list-style-type: none"> • Turkey, North Macedonia, Montenegro, Serbia, Albania, Bosnia and Herzegovina and Kosovo; • Turkish Cypriot community in the northern part of Cyprus; • Algeria, Armenia, Azerbaijan, Belarus, Egypt, Georgia, Israel, Jordan, Lebanon, Libya, Moldova, Morocco, Palestine, Syria, Tunisia and Ukraine. • All countries covered by the Partnership Instrument • EU Member States in the framework of administrative cooperation with DG for Regional and Urban Policy, DG Environment and DG SGs' Structural Reform Support Service. <p>TAIEX assistance is open to:</p> <ul style="list-style-type: none"> • Civil servants working in central public administrations; 	<p>TAIEX supports public administrations with regard to the approximation, application and enforcement of EU legislation as well as facilitating the sharing of EU best practices.</p> <p>TAIEX is an application-based tool. The voluntary and direct request submitted by the beneficiary public Administration initiates the process for obtaining assistance. The assistance provided under the Programme may be of three types:</p> <ul style="list-style-type: none"> • Workshops: Officials from EU member States present specific areas of Community legislation in the course of seminars involving officials from beneficiary Countries' administrations • Missions of Experts: one or more experts from EU member States are sent to the Administrations of the beneficiary countries to provide in-depth advice on the transposition of specific parts of 	<p>Deadline: APPLICATIONS CAN BE SUBMITTED AT ANY TIME</p> <p>How to apply: Officials in line, Ministries dealing with community legislation, staff from regulatory or supervisory bodies and inspectorates, officials in notified bodies which implement or enforce legislation as well as officials in Parliaments, the Judiciary and Law Enforcement Agencies, can introduce requests for TAIEX assistance.</p> <p>For further information: https://ec.europa.eu/neighbourhood-enlargement/taieX_en https://ec.europa.eu/neighbourhood-enlargement/taieX/experts/edb/registration-request-expert_en</p>

	<ul style="list-style-type: none"> • Judiciary and law enforcement authorities; • Parliaments and civil servants working in Parliaments and Legislative Councils; • Representatives of social partners, trade unions and employers' associations. 	<p>Community legislation into national legislation, On the transposition of EU rules and provisions and their implementation in their respective administrations. In General, the Mission has a maximum duration of five days and allows to work intensely with a small group of officials of the beneficiary Administration on a specific topic or legislation.</p> <ul style="list-style-type: none"> • Study visit: A group of up to three applicants for a beneficiary Administration take part in a study visit to an EU member State for a maximum period of five days. The aim is to learn to make a specific EU law enforceable and above all, to acquire knowledge of the "best practices". 	
8.TWINNING	<p>Beneficiaries countries:</p> <ul style="list-style-type: none"> - Instrument for Pre-accession Assistance (IPA): Ineuropa Srl – Riproduzione vietata Albania, Bosnia and Herzegovina, Kosovo*[1], Montenegro, North Macedonia, Serbia and Turkey. - European Neighbourhood Policy (ENP): • ENI South: Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine* and Tunisia. • ENI East: Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine. 	<p>Twinning is a European Union instrument for institutional cooperation between Public Administrations of EU Member States and of beneficiary or partner countries.</p> <p>Twinning projects bring together public sector expertise from EU Member States and beneficiary countries with the aim of achieving concrete mandatory operational results through peer to peer activities.</p> <p>Principles:</p> <p>The beneficiary / partner administration in a Twinning project is a public administration with sufficient staff and absorption capacity</p>	<p>Submission proposal:</p> <p>In principle Member States have 8 weeks to prepare their proposals, with a concrete deadline clearly specified at the moment of the circulation of the Twinning Fiche. Date and time of the deadline are those of the place where the Contracting Authority is located. Proposals received after the deadline are not taken into consideration.</p> <p>Member States shall prepare proposals based purely on the comparative advantage of their administrative system and the quality, experience and availability of public expertise required for the implementation of the project.</p>

		<p>to work with a Member State institution having a similar structure and mandate. The beneficiary / partner country must mobilise its staff, demonstrate enduring commitment and ownership and take on board changes and best practices in a sustainable way. Twinning is not a one-way technical assistance instrument but a shared commitment.</p> <p>Twining projects are implemented with a view to the mandatory results to be achieved. They are usually articulated in components corresponding to the expected results and foresee a number of activities including workshops, training sessions, expert missions, study visits, internships and counselling. Twinning lies on learning by doing principle and sharing of best practices.</p>	<p>Proposals shall be detailed enough to respond adequately to the Twinning Fiche but are not expected to contain an elaborated project. They shall contain enough detail about the strategy and methodology and indicate the sequencing and key activities during the implementation of the project to ensure the achievement of overall and specific objectives and mandatory results/outputs.</p> <p>For each Twinning Fiche, a Member State can submit only one proposal, either on its own or as a member of a consortium.</p> <p>For further information: https://ec.europa.eu/neighbourhood-enlargement/tenders/twinning_en </p>
9.Partnerships for Enhanced Engagement in Research (PEER) USAID	<p>PEER applicants are required to partner with a U.S. Government (USG)-supported researcher from one of the following agencies:</p> <ul style="list-style-type: none"> • Agricultural Research Service (ARS) • National Aeronautics and Space Administration (NASA) • National Institute of Food and Agriculture (NIFA) • National Institutes of Health (NIH) • National Oceanic and Atmospheric Administration (NOAA) • National Science Foundation (NSF) • Smithsonian Institution • United States Forest Service (USFS) 	<p>It is an international grants program that funds scientists and engineers in developing countries who partner with U.S. government-funded researchers to address global development challenges. PEER not only catalyses collaborative research and elevates the use of science and technology to further USAID's development objectives, but also establishes long lasting research relationships that build scientific research capacity, strengthen the research ecosystem in developing countries, and enable collaborators to become better partners in development. Since PEER's launch in 2011, it has supported more than 250 projects in over</p>	<p>Call for proposals:</p> <p>PEER proposal submission now has two phases:</p> <ul style="list-style-type: none"> ☐ Phase 1: A brief pre-proposal is required for all applicants. The deadline for submission of pre-proposals is February 13, 2019. ☐ Phase 2: If invited to submit a full proposal, applicants will be notified by the National Academies around March 22, 2019. The deadline for submission of full proposals is tentatively set for May 10, 2019. <p>Call for proposals are divided into:</p> <ul style="list-style-type: none"> ☐ Multi-Country Focus Area Calls ☐ Regional or Country-Specific Calls

	<ul style="list-style-type: none"> • United States Geological Survey (USGS) USG-supported partners may either be intramural researchers (employees of one of the listed agencies) or serve as a principal investigator or co-principal investigator of an active USG-funded research award. 	<p>50 countries with an investment of about \$50 million.</p> <p>PEER applicant eligibility: Applicants who submit pre-proposals to PEER must be based at an academic institution, non-profit organization, or government-managed research laboratory, centre, or institute in a PEER-eligible country. (For Pakistan only? applicants can only be based at an NGO. Researchers based at Pakistani universities and government-managed research institutes are not eligible.) PEER applicants must hold a career-track position or equivalent at their respective institution or organization. Applicants should be living and working in the country from which they are applying and should be nationals (citizens or permanent residents) of the PEER-eligible country for the focus area to which they are applying. Researchers from non-eligible countries and employees of for-profit firms in PEER eligible countries may participate in projects using their own resources but are not permitted to serve as PIs, as PEER awards will not be issued to such organizations. All institutions will be vetted to determine compliance with USAID policies for receipt of funds. PEER awards will be issued to institutions or organizations, not to individuals. Female applicants are encouraged to apply.</p>	<p>It is anticipated that future calls for proposals will be announced annually in the fall. Information on future deadlines and any special topical focus areas for those program cycles will be posted when available.</p> <p>For further information: http://sites.nationalacademies.org/pga/peer/index.htm</p>
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		<p>PIs of currently active PEER awards are not eligible to apply to serve as PIs or co- PIs in future cycles of PEER until their first funded project has been successfully completed. For the current cycle of the program (Cycle 8), this successful completion date must be prior to September 1, 2019.</p> <p>Prior PEER awardees who re-apply for PEER funding must justify how their proposal is distinct from their prior PEER award and/or how the proposed work builds on previous PEER work to address new research questions.</p>	
10.Conservation food and health Foundation	<p>Eligible organisations: The foundation supports most types of non-governmental organizations that can provide evidence of their nongovernmental status or charitable purpose:</p> <ul style="list-style-type: none"> • Non-governmental organizations (NGO), Non-profit organizations, Civil society organizations, Community-based organizations • Colleges, universities and academic institutions • The foundation does not support businesses, government agencies, humanitarian aid organizations, other foundations or churches. <p>Geographical eligibility:</p>	<p>Conservation grants (among others) help improve ecological and environmental conditions in low- and middle-income countries. The foundation supports field research and related research activities, training, and technical assistance efforts that:</p> <ol style="list-style-type: none"> 1-help conserve ecosystems and protect biodiversity 2-train local leaders in conservation and protection of resources 3-with an emphasis on technical and scientific training 	<p>Deadlines: 2 STEPS APPLICATION – Concept note applications to be submitted by: 01 JANUARY and 01 JULY every year</p>

	<p>The foundation supports low- and lower-middle-income countries in Asia, Africa, Latin America, and the Middle East. It prefers to support organizations located in low- and middle-income countries or organizations located in upper-income countries whose activities are of direct benefit low- and middle-income countries. The foundation does NOT support the states of the former Soviet Union or former Eastern Bloc countries.</p>		
<p>11.Coca Cola Foundation</p>	<p>Eligible organisations: Eligibility quiz available on the website. Eligibility for grants extends to tax-exempt non-profit charitable organizations in the USA, and to organizations that have equivalent charitable status in other countries</p> <p>Geographical eligibility: All countries</p> <p>ONLY FOR NO PROFIT AND NON-GOVERNMENTAL ACTORS</p> <p>Actions are supposed to insist on community management of resources (watersheds and water conservation and restoration) some projects focus also on recycling in marine areas. For example, in 2017 was financed a project aimed at</p>	<p>The Foundation awards Community Support Grants in support of access to clean water and sanitation; watershed management in water-stressed areas; multiple-use systems for water; and education and awareness in water conservation</p>	<p>Deadlines: The Coca Cola foundation and its affiliated foundations accept applications yearly round</p>

	supporting efforts to reduce marine litter, protect and enhance coastal zones and increase community awareness of the effects of marine pollution and litter on the marine environment in Australia.		
12.ADA Austria business partnerships	<p>Eligible organisations: Enterprises or associations domiciled in the European Economic Area (EU, Norway, Liechtenstein or Iceland) and Switzerland can apply.</p> <p>Besides companies or business consortiums, intermediary organizations in the private sector can also apply, such as chambers or interest groups. A company must have been in existence for several years and the applicant must have a good credit standing.</p> <p>Local partnership required</p> <p>Geographical eligibility: Enterprises or associations domiciled in the European Economic Area (EU, Norway, Liechtenstein or Iceland) and Switzerland and organizations from all nations classified as developing countries by OECD</p>	<p>Businesses from developed countries that invest in or obtain goods from developing countries can make a substantial contribution to national development. ADA supports enterprises that make particular efforts to achieve these effects and secure their impact in the long term in ANY SECTOR funding in particular:</p> <ul style="list-style-type: none"> a) Feasibility studies b) Business partnerships c) Strategic alliances (Multi-stakeholder high degree of innovation, replicability, exceptional capacity-building effects, broad pro-poor impact) 	<p>Deadlines: 2 STEPS APPLICATION need for first contact by telephone and preliminary evaluation of the proposal. APPLICATIONS CAN BE UBMITTED ANY TIME</p>
13- ADA Business partnerships - ADA East	<p>Eligible organisations: ONLY FOR NO PROFIT AND NON-GOVERNMENTAL ACTORS.</p>	<p>Some main topics: tourism, water management and environmental protection. Ada collects information about all projects financed by the agency. It is possible to select</p>	<p>Deadlines: 20 March every year</p>

<p>funding instrument</p>	<p>Eligible for application are associations, foundations, trade unions, local authorities or other public corporations based in Austria.</p> <p>Geographical eligibility: Eligible applicants are development organizations that no later than the time of contract preparation the development organization must have a permanent establishment in Austria.</p> <p>The projects must be planned and implemented in collaboration with one or more local partner organization – Civil Society Organizations (CSOs) which is/are registered in the partner country.</p> <p>Countries that are surely eligible are: South-Eastern Europe: Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, Serbia South Caucasus: Armenia, Georgia, Moldova</p>	<p>the sector and download a pdf about projects financed under the selected sector.</p> <p>The instrument is available to Austrian civil society organisations (CSOs) that implement multi-year projects in developing countries together with local partner organizations</p>	
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