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MITOMED+

Models of Integrated Tourism in the MEDiterranean Plus

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Plan of Transferability of Results



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List of contents

Introduction.....	4
The Mitomed+ Project.....	4
What? (instruments & tools for transferability: the tool boxes, and pilot actions reports).....	5
To Whom?	6
How?.....	7
When?	8
Next steps.....	9
Horizontal linkages	9

Introduction

The Plan of Transferability of Results is a strategic and methodological document setting out the proper structure, contents and methods to be applied in order to efficiently transfer the experience gained in the implementation phase of the project to other similar contexts. Any actions focusing on the above aims, from now on named “*transfer activities*”, directly contribute to a process of valorisation of the whole project, unlike dissemination and communication actions, which mainly concern the accountability and transparency of public actions.

The final aim of such a Plan, whether referred to a process or to its outputs, would be that of putting together the experience gained within different pilot actions, while improving the project impact outside the local context of implementation and beyond the action of project partners. Through this process, it is possible to increase the impacts on existing systems and practices to achieve the overall objectives pursued by EU policies in the field (s).

The **key elements** of a Plan of Transferability of Results are the following:

- **What:** defining the object to be transferred, the required process and the expected outputs.
- **To Whom:** identifying the targets/target group addressed by the transfer activities.
- **How:** planning the most appropriate method(s) and tool(s) to be used in order to effectively transfer the results.
- **When:** determining the best moment to achieve the objectives referred to in the Plan.

A well-designed Plan of Transferability should provide **measurable and realistic objectives**, meet precise deadlines and arrange adequate funds for the activities to be carried out. Each of the key elements mentioned above shall focus on both the processes and the project outputs.

The Mitomed+ Project

Mitomed+ (Models of Integrated Tourism in the Mediterranean) is a project aiming at promoting an integrated management model of the MED coastal and maritime tourism by providing the knowledge of data, information, products, services and policies through an assessed system of indicators for sustainable tourism. The project involves the participation of nine European partners, a total budget of 2.65 million euros to be implemented within thirty-six months.

The main objectives of this partnership, composed of several regional authorities, networks and educational institutions from Italy, Spain, Cyprus, Croatia, are the following:

- a) The increase of **knowledge** and social dialogue regarding the development of a sustainable and responsible M&C tourism in each partner region for informed decision-making and awareness increase;
- b) The improvement of sustainable and responsible maritime and coastal tourism **planning** at tourism destination level and its coordination at MED area level for a transnational governance;
- c) A **mainstreaming** into local regional and national policies (policy recommendations and MED M&C tourism management model).

Such objectives have been turned into Pilot Actions implemented in municipalities located within the partnership:

Pilot Action 1 pursued the development of a system of indicators and of an online common open platform to gather the data with the purpose of helping local and regional policy-makers to monitor economic, social and environmental impacts of maritime and coastal tourism. The final goal of this pilot action is to take better tourism management decisions, in order to improve the sustainability of the destinations they are responsible for. This development also includes a manual of transfer of best practices that aims to transfer best practices in the development, implementation and use of these sustainable tourism indicators.

Pilot Action 2 regarded the implementation of the “Green Beach model”, which focuses on the sustainable management of beaches, the main asset of coastal tourist destinations. The Model seeks beaches to meet specific criteria of environmental, economic and cultural sustainability.

Both Pilots have been summarized in detail in our dedicated documents, to be referred to for further information¹.

What? (instruments & tools for transferability: the tool boxes, and pilot actions reports)

Both the *processes* and the *outputs* of a project (i.e. the results) can be tangible or intangible, when they refer to concrete pilot actions or new knowledge, skills and experience gained, respectively, during the implementation phase. When referring to “processes” and “outputs” within a Plan of Transferability of Results, the analysis of the key elements mentioned above should shed light onto which elements are worth to be transferred. Regarding the Mitomed+ project, the transfer activities and some suggested methods to implement them have been summarized in two documents appropriately named “toolboxes”.

Toolbox 1 presents the steps to be taken to implement Pilot Action 1 and the resources to consider for further reference:

- Indicators list
- Guidelines
- Platform user manual
- Manual of Transfer of Best Practices



¹ <https://mitomed-plus.interreg-med.eu/what-we-achieve/deliverable-library/>

With respect to the methodology underpinning the whole project intervention, including both Pilot Actions, the Structured Social Dialogue, and according to the experience gained by our consortium, the implementation of any Pilot or innovative action cannot be planned without paying adequate consideration to the needs and expectations of local and regional stakeholders. It is correct to assume that no activity can take place without giving continuous impulse to social dialogue, and we do believe that with all the appropriate arrangements this method can be successfully transferred to any other Region or Municipality willing to engage with Mitomed+'s activities.

Toolbox 2 presents a set of actions and assessments to be performed in order to implement Pilot Action 2, along with an exhaustive explanation of the Green Beach Model, the set of criteria to be used by beach managers to rate the sustainability of the areas, an audit sheet to be filled to check the degree of implementation of the model and several questionnaires to be given to users to measure their satisfaction towards the beach.

Both toolboxes present a broad list of "learned lessons", i.e. the experience gained from the municipalities that successfully joined the project and carried out the expected activities.

Toolbox 1 is available at the following link: <https://mitomed-plus.interreg-med.eu/index.php?id=7268>

Toolbox 2 is available at the following link: ...<https://mitomed-plus.interreg-med.eu/index.php?id=7269>

The Reports on Pilot Actions (Deliverables D.3.4.3 produced for each of the 5 testing regions, and the overall Evaluation Reports of Pilot action 1 and 2 available at the link...) provide useful information for the export of good practices from Mitomed Plus to other contexts, because they also describe others crucial factors for a successful transferring:

- the process, hence the mechanism of implementation
- the lessons learned
- evaluation mechanisms and results.

To Whom?

To whom the transfer activities are addressed?

The partnership of Mitomed+ involved several local and regional actors and educational institutions: [Region of Tuscany \(IT\) \(leader\)](#), [NECSTouR \(BE\)](#), [University of Girona \(ES\)](#), [CNR-IBIMET \(IT\)](#), [IPTPO \(HR\)](#), [ANETEL \(CY\)](#). In the spirit of the ratio applied for setting up this partnership, it is expected for any public bodies that are potentially interested in adopting the Mitomed+ project's methodologies to involve other institutional/non-institutional stakeholders, such as Regions, Municipalities, Universities or trade associations holding a common interest in the methods and goals of the proposed action.

The potential involvement of any other stakeholder capable of evaluating the benefits of the project in technical and economic terms and willing to put them into practice is actively encouraged, so to collect a larger sample and more useful data.

Different stakeholder groups are identified in Mitomed+ project depending on their level of participation in the project:

- Directly related to the management and decision-making processes of pilot destinations.
- Directly related to the supply of data for the calculation of Mitomed+ indicators.
- Directly related to the use of knowledge and academic progress.

The benefit this stakeholders have obtained for their involvement can be summarised as follows:

- More informed and integrated decisions in the management and governance of tourism in the Mediterranean area.
- Identification and implication of new actors in policy changes as a result of the project.
- Exchange of sustainable experiences and good practices on local, regional, national and transnational level.
- Joint and cooperative collaboration in monitoring the sustainability of tourism activities through providing economic, social and environmental data.
- Wider knowledge dissemination on sustainable and responsible Maritime and Coastal tourism.
- Transferability of new management tools to incorporate into the decision making process.

How?

There are several techniques to transfer the experience gained during the implementation of EU projects:

One concerns the internal and external **communication and dissemination** activities of the results achieved by the project. A typical example may be the adoption of a balanced mix of online and offline communication tools: websites, workshops, seminars, conferences, press releases, multimedia and audio-visual products, public events, exploitation of new and/or already constituted networks... By sharing the project results with potential prospective partners, we can actively contribute to the perpetuation and progress of the whole project management in this field.

The other technique concerns the implementation of **exploitation** activities, i.e. the use of project results, its processes and outputs, in public policymaking.

Some relevant aspects to be highlighted that have been critical for Mitomed+ project in order to transfer the knowledge gained along the development of the project are:

- **Capacity building process** developed during meetings with tourism stakeholders of destinations that have been essential for training local destination officers for the actual use and calculation of Mitomed+ indicator system. These meetings included training on a wide range of topics: the use of methodological indicator guidelines, information on different sources for data, calculation procedures, estimations, analysis and interpretation of results.
- The existence of a common **open platform** to collect and share data indicators launched with tourism data is an essential Mitomed+ tool in the transferring phase, as well for testing and capitalisation. Apart from allowing data gathering, benchmarking, and presentation of results in an intuitive manner, it also allows the incorporation of new destinations as a functionality.
- **Public presentation events of Mitomed+ results** allowed the sector and different stakeholders to be gathered, not only with the aim of disseminating the main conclusions of the project but also of identifying main challenges in the medium and long term. These events included also specific workshops on the use of sustainable indicators and its governance. This allowed to adopt a practical vision of the project that helped the further development of the **manual of transfer of best practices. Specifically the Workshop: Building Sustainable Coastal and Maritime Tourism Policies for MED Destinations** helped the partners to exchange knowledge and lessons learned on how to measure sustainability in Coastal and Maritime Tourism Destinations and to build an European Roadmap for Sustainable Coastal and Maritime Tourism Policy-making. The discussion related to the development and implementation of indicators for measurement and its further use for tourism policymaking with relevant stakeholders such as UNWTO, the European Statistical

System, the European Commission, representatives of other European destinations and academics have been integrated in the Manual of transfer of best practices.

- The **Manual of Transfer of best practices**: is, therefore, a tool for the implementation and use of sustainable tourism indicators, encouraging policy makers and technical staff in charge of the development and implementation of tourism policies to take better-informed tourism management decisions, in order to improve the sustainability of the destinations. The manual is organized in four sections, the stages that an individual or organization goes through to learn about something and change their behavior based on that learning: Knowledge acquisition on the benefits of using sustainability indicators, assimilation of concepts from sustainability indicators, transformation that result from collecting sustainability indicators and exploitation and use of sustainability indicator in evidence-based policy making. The manual is written so it can be read in under 45 minutes, using simple language and a visual format.

The activities concerning dissemination and exploitation have been carefully planned in order to identify the area where it is expected to obtain a significant impact: Tourism policy making for Mediterranean Coastal and Maritime destinations.

The outputs created and the ones that will be available before, during and after the lifetime of the project, are available as Toolboxes in the following link:

<https://mitomed-plus.interreg-med.eu/index.php?id=4188>

The target users of the dissemination/exploitation campaign are those related to the management and decision-making processes of pilot destinations, to the supply of data for the calculation of Mitomed+ indicators and those related to the use of knowledge and academic progress.

We have had different ways to contact relevant stakeholders at each stage of the action: from direct contact in meeting and events organised by the different partners, attending other relevant events organised by other stakeholders, through electronic contact, press releases, etc.

When?

The transfer activities have been an integral component of the project for its whole duration and will even be when its lifetime is over. With an intellectual exercise, we consider of splitting the project duration in three distinct times, each one marked by different transfer activities built up and fostered by ongoing processes of social dialogue, as it follows:

1. *The Planning stage*: when the Project was designed and the partnership was set up the Plan of Transferability took shape and all the expected outputs were laid out. The establishment of a successful social dialogue between partners already at an early stage was crucial to gain a clear understanding of the results and their potential implementation into different contexts. A previous anticipated identification of stakeholders at destination level was also carried out in order to improve the capacity to deal with the complex issues faced by Mediterranean and Coastal tourism towards sustainability.
2. *The Implementation stage*: as the project activities were carried out, some adjustment were necessary in order to integrate the specific social and geographical features of the areas involved. For instance, the establishment of a social dialogue or the setup of a M&C tourism management model in Spain, where individual local authorities deal with the management of tourism destinations, requires different measures to be taken into proper consideration than for example, the case of the Tuscan destinations, which consisted of a group of municipalities instead of single

destinations like in other regions. The Plan of Transferability, therefore, has been designed as the main framework of reference concerning the collection of documents and the methodologies to be used to adapt the contents of the project to the receiving contexts. During this stage of Mitomed+, not only is essential to transfer the main goals and conclusions of the implementation but also its open platform, which allows other destinations to make use of the Interreg MED project MITOMED+, and to participate through the involvement of some tourist destinations in the MITOMED+ Community.

3. *Capitalisation of the results obtained*: when the implementation is over, the experience gained will be capitalised on, and the key elements mentioned above (what, to whom, how, when) will become essential. At this stage, the knowledge gained may be used to plan the dissemination and exploitation activities as efficiently as possible. Additionally, the problem solving approach of the “Manual of transferability of good practices” is a good strategy, as it identifies common challenges faced by tourism destination managers -both at political and technical level- at each of the stages of development, implementation and usage of sustainable tourism indicators that can be applicable at local, regional, national and European level.

Next steps

The results of the testing and transferring are, and will, be strengthened through communication and dissemination activities which represent effective tools to widespread projects outcomes (e.g. MED M&C tourism management model) at a larger scale the production and mainstreaming of the MED M&C tourism management model, and the signature of the MoUs with other subjects, which will ensure the implementation of a long term process aiming to innovate the already existing Regional and national tourism policies. With the policy paper, CPMR and NECSTOUR will include it in their own political and technical positions to set-up a long-term “capacity building” and lobbying process towards the main target groups identified, in particular EU Commission and regions. Connections will also be established with the West Med initiative and the EUSAIR strategy, as the UfM activities for supporting the implementation of the Ministerial Declaration on Blue Economy (CPMR is formal observer in the UfM Working Group on BE and has a MoU with the UfM Secretariat). Other partners of the consortium will commit to implement the main recommendations delivered in the framework of the policy paper so to improve policy instruments in regional policies and related initiatives.

The signature of MoU between the Tuscany Region, in its quality of LP, and other regions will ensure the concrete transferability and implementation of the main projects results.

Horizontal linkages

In all the above stages, it proves especially useful to identify the so-called *horizontal linkages*, i.e. projects that are similar or related to Mitomed+ in contents or methods, whose activities and/or partners can be inspiring or useful to some extent to the perpetuation of the project. A MoU has already been signed (30th October 2018) between Mitomed Plus and Co-evolve.

Pilot 1 is concerned with access to data for policy decisions, and this concept has multiple connections with many other initiatives going on:

BleuTourMed: The Sustainable Tourism community of projects featured by the Horizontal Project: Identifying challenges and gaps towards sustainable and responsible coastal and maritime tourism in the Mediterranean. MED Sustainable Tourism Community’s 1st thematic paper. Within this framework the Co-

Evolve project - Interreg MED and MITOMED+ signed a Memorandum of Understanding to seal their collaboration and plan future joint actions.

Smart Specialisation Platform – Industrial Modernisation on Digitalisation and Safety for Tourism: The main objective of this thematic area is to help to strengthen tourism industries in the EU, especially in tourism digitalisation and tourism safety. Three thematic areas for investment projects have been identified: Access to data, Green Mobility, Accessibility and Connectivity, Resilience, new phenomena/climate change, risk and crisis management.

<http://s3platform.jrc.ec.europa.eu/tourism>

NECSTouR and its indicator Working Group: 37 strong European Regions have been working on the identification of needs within the European statistical system, the need of integrating economic, environmental, cultural and social dimensions within the tourism sector data and the need of maintaining this data in a continuous manner in order to establish trends. In addition, within this Working Group, it has been identified the relevant role of official statistics, methodologies and definitions in order to have a rigorous and homogeneous system allowing a sound benchmarking.

Pilot 2 helps beach operators to make better-informed decisions about managing their beaches using a consistent approach based on best practices. Every beach is unique, and it has its own characteristics therefore the «Green Beach» model seeks to provide guidance in helping to establish benchmarks for beach management and safety. The “Green Beach” model is closely related to sustainability since it provide guidance for both beach operators and users regarding the delivery of sustainable management and planning of the beaches. Pilot 2 can have multiple connections with many other initiatives going on that area managing beaches in a sustainable way:

Blue Flag Programme: The Blue Flag programme promotes sustainable development in freshwater and marine areas. It challenges local authorities and beach operators to achieve high standards in the four categories of water quality, environmental management, environmental education and safety.

Green Destinations Foundation: is a non-profit foundation for sustainable tourism, leading a global Partnership of expert organisations, companies, and academic institutions.

Coastal & Marine Union – EUCC: a worldwide network of coastal communities that share similar values on sustainable development, nature and biodiversity, cultural heritage and identity, and social responsibility, at the same time maintaining high standards in the quality of their tourism. Project INTENSE - (Interreg Italia-Francia Marittimo / Italie-France Maritime 2014-2020): the project promotes sustainable tourist itineraries through development of cycling and hiking tourism and strategies for integrated mobility. Through an inter-institutional agreement of the LPs (Tourism and Mobility sectors of the Tuscany Region) INTENSE and MITOMED+ integrated the pilots of both projects in the M&C destinations in Tuscany. As a result, the Cycling route of INTENSE and Green Beach model of MITOMED+ were implemented successfully as an integrated intervention that combined the sustainable planning of mobility for the tourism sector and sustainable management of beaches.

Green Beach Model is presented as an interesting model that could be implemented in the new strategies developing within the COASTING project. INTERREG MED COASTING project is a capitalisation project based on the ICZM principles application, aiming at enhancing the effectiveness of a multilevel governance tool transferring a shared methodology mostly centred on the stakeholders’ involvement and focusing tool and actions more deeply on the tourism sector sustainability and qualification.