INCIRCLE

BE PART OF THE CIRCLE

support INsular and low density areas in the transition towards a more CIRCuLar Economy

D. 3.1.1: INCIRCLE operational model for regional/national strategies on circular tourism

Index

1   Introduction

The INCIRCLE Interreg MED project, aims at testing a new methodology based on applying the principles of circular economy to the tourism sector, with a focus on the islands and low-density areas particularities and specific needs.

This deliverable is mainly addressed to policy and decision makers, that play a strategic role in leading the territories to a more circular and sustainable management of all the services and products related to the tourism offer, within their capacity in creating the proper environment for the development of a sustainable tourism.

The main aim of the deliverable is to offer a framework for incorporating the critical sustainability and circularity aspects during all the phases of the policy-making. The INCIRCLE Operational Model will guide and support MED policy and decision makers in the **development of integrated regional and national strategies toward a more circular tourism**, aiming at reducing tourist negative impact on destinations' environmental capital and at preserving natural finite resources.

It should be noted that the Operational Model is part of a bigger tool, developed by the project, which comprehends also a set of circular tourism indicators and a best practice platform. Three elements together could serve as inspiration, guidance and monitoring tools for effectively designing and implementing sustainable and circular policies.

0. Definitions of sustainable tourism and circular tourism

"Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes" (UNWTO, 2020[1]). Because of its complexity, tourism can have an important impact on society, environment and economy. In some cases, if there is not a balance and an attention on each of these aspects, tourism may damage or have negative consequences on the quality of life of the local communities. Therefore, a tourism that considers equally all these spheres, such as the human wellbeing of both tourists and local population, the environment and the efficient use of all resources, can be considered sustainable. In other words, sustainable tourism can be defined as a form of **"tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities"[2]**, and hence encompassing all the aspects of sustainability, or the green economy: environment, social and economic aspects. Moreover, sustainable tourism sees this complex phenomenon as a contribution to all the 17 Sustainable Development Goals set by the United Nations.

Considering sustainability as the basic concept of the green economy, another sub-dimension can be explored: the circular economy, which can be defined "as an economy that is restorative and regenerative by design and aims to keep products, components, and materials at their highest utility and value at all times. The concept distinguishes between technical and biological cycles" (EMF, 2015:48[3]). So, in a circular economy the focus is to increase efficiency as much as possible, optimising resources and preventing waste. The circular economy model is based on the following principles (Ellen MacArthur Foundation, 2013):

1. Design out waste and pollution. Waste does not exist, since products are designed and optimised for a cycle of disassembly and reuse.
2. Build resilience through diversity. Modularity, versatility, and adaptivity are key features to develop diverse systems that are more resilient in case of external shocks than systems built simply for efficiency.
3. Rely on energy from renewable sources. In the circular economy, energy sources are renewable by nature, to decrease resource dependence and increase system resilience.
4. Think in 'systems'. The ability to understand how parts influence one another within a whole, and the relationship of the whole to the parts, is crucial.
5. Waste is food. Consumable components of a product in the circular economy are largely made of biological ingredients or 'nutrients' that are at least non-toxic and possibly even beneficial, and can be safely returned to the biosphere. With regard to the technical nutrients, circular economy refers to improvement in quality (upcycling).

Since we are still in the green economy macro sphere also the social aspect falls into the circular economy, but with a particular attention to the efficiency, as can be seen in Figure 1.

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[1] https://www.unwto.org/glossary-tourism-terms
[2] *Making Tourism More Sustainable - A Guide for Policy Makers*, UNEP and UNWTO, 2005, p.11-12
http://www.unep.fr/shared/publications/pdf/DTIx0592xPA-TourismPolicyEN.pdf
[3] https://www.ellenmacarthurfoundation.org/assets/downloads/publications/EllenMacArthurFoundation_Growth-Within_July15.pdf
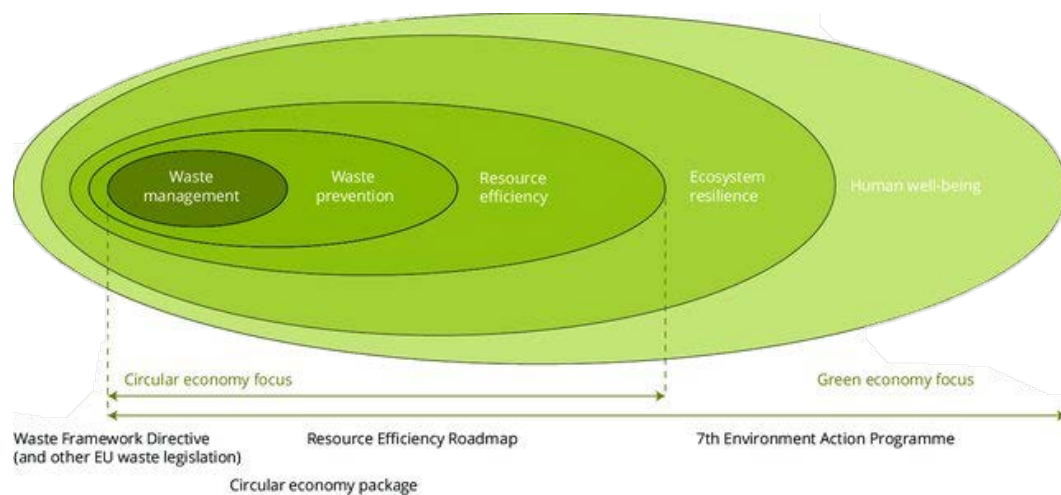
Figure 1: green and circular economy focus[4]

Circular tourism has been defined as "a model able to create a virtuous circle producing goals and services without wasting the limited resources of the planet that are raw materials, water and energy". (Girard & Nocca, 2017). Moreover, circular tourism proposes a model in which every tourism actor adopts an eco-compatible approach (Acampora et al., 2018). By applying the principles of a circular economy, hospitality and tourism companies can accelerate their own businesses and move forward in thinking and action to create a more sustainable experience for all stakeholders involved in the hospitality and tourism industry" (Van Rheede, 2012).

Said that, circular and sustainable tourism reflects the differences that may be found between circular and sustainable economy, but in relation to the specific touristic phenomenon. Hence, the main difference, if can be called like that, falls into the focus: sustainable tourism will equally pay attention to all the sustainability spheres (social, economy, environment), while circular tourism will have a special consideration to the resource efficiency and waste prevention, referring to a "cradle-to cradle" perspective.

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[4] European Environment Agency, "*Circular economy in Europe*", 2016:31

2   Current approaches to circular tourism

The issue of approaching tourism in a more sustainable and circular way has been approached at international, EU and regional level with increased frequency in the last 30 years. The principles of circular economy has added value to the approaches adopted so far. It is therefore necessary to capitalize on what has been already achieved at all the above-mentioned levels in order to build an INCIRCLE model based upon past experiences and findings to be replicated in the MED Programme territory.

2.1   The UNWTO approach

The World Tourism Organization (UNWTO) - the United Nations agency responsible for the promotion of responsible, sustainable and universally accessible tourism - is committed to promoting tourism as an instrument in achieving the **Sustainable Development Goals (SDGs)**, geared towards reducing poverty and fostering sustainable development worldwide. As defined in the 2030 Agenda for Sustainable Development[5], the SDGs are to be merged into tourism policies, to decouple economic growth from environmental degradation through the sustainable and efficient management of natural resources at all stages of value chains of tourism goods and services.

In particular, contribution is requested to the tourism sector to meet the SDG n. 12 which aims at ensuring sustainable consumption and production patterns (SCP).

Figure 2: UN Sustainable Development Goals (Source: UN, 2020)

As defined by the Oslo Symposium on Sustainable Production and Consumption in 1994, SCP is about "the use of services and related products, which respond to basic needs and bring a better quality of life while minimizing

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[5] The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

the use of natural resources and toxic materials as well as the emissions of waste and pollutants over the life cycle of the service or product so as not to jeopardize the needs of further generations".

Such a tipping point in developing theory moves away from traditional value chains toward circular production and consumption patterns, paving the way for redefining traditional tourism policymaking by embracing more circular approaches and integrating circularity patterns into thinking and practice of all relevant tourism stakeholders.

In 2019, the UNWTO along with the UN Environment Programme published the "Baseline Report on the Integration of Sustainable Consumption and Production Patterns into Tourism Polices"[6] to gain insights on the integration of SCP into worldwide tourism policymaking practices, based on the review of 101 national tourism policies.

The study reports that policymakers are generally well aware of the need to develop tourism sustainably and it further investigates and identifies the major barriers that hinder an effective sustainable tourism deployment and management. The following 3 main findings can be drawn from the study:

- Despite SCP aspects are taken into account into the long-term national tourism planning, there is the need of enhancing the tourism environmental governance. Planning methodologies and techniques have tended to place more emphasis on the economic angle so far, poorly approaching environmental impacts, in terms of a regular and timely measurement. A culture of continuous and effective monitoring of tourism environmental impacts is called upon.
- To be able to cope with growing tourism environmental challenges policymakers are required to breakdown the concept of SCP into more tangible elements, the SCP impact areas7 and responsibly identify those areas of common concern that are deemed more strategic, being able to deliver tangible results and multiplier effects.
- Translating policies into action often remains a challenge. A suitable mix of economic, regulatory and voluntary policy instruments8 is to be identified by all relevant stakeholders to bridge the gap between policy development and policy implementation, able to make sustainable and circular tourism actionable.

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[6] UNWTO, Baseline Report on the Integration of Sustainable Consumption and Production Patterns into Tourism Polices, 2019

[7] biodiversity conservation and sustainable land-use, energy use efficiency, GHG emissions reduction, waste reduction, and water use efficiency

[8] According to the definition provided in the UNWTO *Baseline Report*, policy instruments are the practical means – methodologies, measures or interventions – for implementing policies; they are tools that create change and achieve the objectives outlined in a policy. 3 main policy instruments are identified:

- regulatory and legal instruments: command and control tool which force changes and oblige the addressees to comply with government rules, in most cases under threat of sanctions; for instance, environmental legislation related to SCP.
- economic and fiscal instruments: incentive and disincentive tools which make certain behaviours or practices more or less financially attractive by rewarding or penalising economic activities; for instance, fiscal incentives that could support SCP.
- communication and voluntary instruments: tools that enable informed choices and action through societal self-regulation and the transfer of knowledge, information and persuasion; for instance, guidance and certification systems that enable stakeholders to adhere to SCP approaches and principles.

All 3 above mentioned findings are relevant for the INCIRCLE strategy formulation process, that will be oriented towards the development of regional and national strategies towards a more circular tourism, able to:

- Set up a tourist environmental governance structure in targeted territories to ensure the shift towards a responsible production and consumption in the tourism sector (SDG n. 12);
- Identify and select the most relevant areas of intervention ensuring participation, strategy acceptance and ownership;
- Provide a set of measures and policy instruments able to ensure strategy implementation and the delivery of tangible results;
- Monitor the sector performance and its environmental impacts in a longer term.

2.2 The ETIS approach

The European Commission has done its part in the efforts to approach tourism globally in a more sustainable and circular way launching its own tool called ETIS, the European Tourism Indicator System, in 2013. ETIS was reviewed and updated in March 2016 after a 2-year pilot phase and is now the official system adopted by the European Commission to implement circular and sustainable policies in the tourism sector. It builds on the set of indicators already developed starting in 2013 by the European Environment Agency called TOUERM, Tourism and Environment Reporting Mechanism, with some of which there is a correspondence in the ETIS framework, but also on the indicators developed at international level by the UNWTO and by the Global Sustainable Tourism Council (GSTC). GSTC, established in 2010, has developed 2 sets of criteria to identify minimum sustainability standards to be met by hotels, tour operators and destinations in order to achieve social, environmental, cultural and economic sustainability in destinations.

The main issues about this kind of indicators are connected to the multiple interlinked sectors (such as transports and mobility, waste production and management, water and energy use and management, urban and territorial planning, management of natural and cultural heritage,…) where tourism impacts in environmental, sustainability and circularity terms and to the difficulty in some cases in finding the relevant statistical data with the necessary level of detail. Building a coherent framework of reference is essential to monitor and evaluate the extent to which tourism is sustainable and circular and to identify areas of intervention for policymaking. Being able to manage tourism sustainably means enhancing the attractiveness of territories based on natural resources, which otherwise would be impoverished, but also to develop integrated strategies covering different sectors.

This is the ratio behind ETIS approach, whose aim is to help destinations monitor and measure their sustainable tourism performance using a common comparable approach on a voluntary basis. ETIS is meant as a management, information and monitoring tool based on self-assessment, observations, data collection and analysis carried out by the destination itself[9].

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[9] For the purpose of ETIS system of indicators, a destination can be defined as:
- A geographic area that is currently or potentially attractive to visitors/tourists
- A place or area which is recognized and can easily be defined as a visitor destination and has a range of facilities and products in place for tourism purposes
- A place or area which is promoted as a destination

One of the main issues in applying theoretical concepts such as sustainability and circularity to tourism is that a wide and diversified range of stakeholders are impacted and therefore should be involved in the monitoring process and in the following phases leading to targeted policymaking. This concept is central in INCIRCLE, whose activities are based on the stakeholders involvement through the set up, activation and consultation of Stakeholders Working Groups (SWGs) as recommend by ETIS. The involvement of SWGs ensures the process of assessing the impact of tourism on a destination is

> **SWG (Stakeholder Working Group) is an interdisciplinary working team made up of organisations and individuals involved and interested in all aspects of tourism**

locally owned and led. In INCIRCLE this is meant to create the basis for tourism related policy making and effective implementation of policy measures to make tourism more sustainable and circular with the adoption of the multi-stakeholder approach.

The ETIS set consists of 43 core indicators and an indicative set of supplementary indicators, whose use and application are quite "free", in the sense that destinations can choose which ones are relevant, needed and appropriate for their use. The system can also be integrated into already existing monitoring systems. The flexibility of the system is an added value that makes it more feasible and at the same time more successful.

The 43 core indicators are divided into four sections[10]:

    A. Destination management
    B. Economic value
    C. Social and cultural impact
    D. Environmental impact

Here follows also an indicative list of supplementary indicators:

1. Maritime and coastal tourism
2. Accessible tourism
3. Transnational cultural routes.

The European Commission suggests the implementation of ETIS can be covered in seven steps as follows,[11] outlining the governance of the process, which has been adopted and adapted in INCIRCLE (see paragraph 6 and 6.1), which is to be started by a local "champion" or local destination coordinator:

1. Raise awareness among stakeholders and policy makers
2. Create a destination profile using the destination profile form[12]
3. Form a Stakeholder Working Group (SWG) where organisations and individuals involved and interested in the tourism industry are included
4. Establish roles and responsibilities by means of an agreement shared by stakeholders on targets and related actions

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- A place or area where it is possible to measure the supply of and demand for tourism services, i.e. the visitor economy
- A place or area where the visitor management process usually includes a range of public and private sector stakeholders together with the host community.

"The European Tourism Indicator System", European Commission, March 2016
[10] For the full indicators' list see Annex IV
[11] "The European Tourism Indicator System", European Commission, March 2016
[12] http://ec.europa.eu/growth/sectors/tourism/offer/sustainable/indicators/index_en.htm

5. Collect and record data also conducting targeted surveys where needed[13]
6. Analyse results in order to prioritise needs and set an action plan
7. Enable ongoing development and continuous improvement by means of a targeted strategy, continuous and expanded use of ETIS and identification of proper funding sources.

2.3   The MED Programme Sustainable Tourism community

In order to capitalize on the results of past and ongoing MED financed projects, a Sustainable Tourism Community[14] has been created in November 2016 in the framework of the Programme in order to link study, pilot, capitalization, integrated territorial and now in its second phase also strategic, horizontal and modular projects and maximise their effects and impact on the MED area. In the first phase until the end of 2019, 17 territorial cooperation projects, with more than 200 partner organisations active in 12 Euro-Mediterranean countries, have joined the Community to enrich it with their results, knowledge and experiences in order to make tourism a real driver for inclusive and sustainable development.

In October 2017 the Community produced the Athens Declaration for a Sustainable Tourism outlining the main objectives of the Community to be reached by the end of 2019:

1. To contribute to address tourism pressures in the Mediterranean region
2. To enhance attractiveness and tourism offer in the Mediterranean region
3. To strengthen planning and management practices towards sustainable tourism
4. To build a strong community of projects and stakeholders.

INCIRCLE as a member of the Community is also contributing to reach the above-mentioned objectives with the added value of adopting the circular economy approach in tourism related policies and practices.

In September 2019 the Community produced a set of policy recommendations[15] where it identified the four most urgent action areas that will allow to move towards sustainable coastal and maritime tourism in the Mediterranean:

1. Monitor sustainability: where are the knowledge gaps in tourism policy-making? What is the best way to bridge the gaps in tourism data?
2. Reduce the environmental, cultural and social impacts of Mediterranean tourism.
3. Ensure sustainable and responsible economic growth and prosperity in the Mediterranean through tourism. What is the best way to address the   complexity of the tourism sector, including local actors, decision-makers and consumers?
4. Establish governance mechanisms that lead the wide variety of stakeholders towards more sustainable and more responsible tourism

As a follow up to the recommendations, in January 2020 the Community produced four Policy Factsheets to provide guidance for policy makers on the basis of the results achieved and the outputs developed by its member

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[13] A selection of sample survey forms is annexed to the ETIS Toolkit and is available on the European Commission's website

[14] https://sustainable-tourism.interreg-med.eu/

[15] https://sustainable-tourism.interreg-med.eu/policy-recommendations/

projects until then on the four above mentioned themes (effective monitoring of tourism sustainability[16], alternative tourism models[17], tourism as a driver for growth[18], governance as a tool for sustainable tourism[19]).

INCIRCLE will build on problem definitions, policy recommendations and visions effectively summarized in the above-mentioned documents, so to capitalize at the maximum results and outputs developed by previous projects of the Community. Furthermore, all the projects of the Community will be invited to fill in the template to collect best practices which will be displayed on the INCIRCLE Knowledge Platform, one of the main project outputs.

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[16] https://sustainable-tourism.interreg-med.eu/news-events/news/detail/actualites/policy-factsheet-1-ensuring-an-effective-monitoring-of-tourism-sustainability-in-the-mediterranean/
[17] https://sustainable-tourism.interreg-med.eu/news-events/events/detail/actualites/policy-factsheet-2-promoting-alternative-tourism-models-to-reduce-pressures-in-the-mediterranean-r/
[18] https://sustainable-tourism.interreg-med.eu/news-events/events/detail/actualites/policy-factsheet-3-tourism-as-a-strategic-driver-for-inclusive-responsible-and-sustainable-growth/
[19] https://sustainable-tourism.interreg-med.eu/news-events/events/detail/actualites/policy-factsheet-4-governance-as-a-tool-for-sustainable-and-responsible-tourism-in-the-mediterrane/

3 INCIRCLE Operational Model

3.1 Main Principles and Approach

This chapter will guide through all the different phases of the policy development, from the concept to the implementation, paying attention to the main areas of interest related to the 4 INCIRCLE principal pillars , shown in Figure 2.

Figure 2: INCIRCLE main areas of action

Tourism is an inherent part of the territory, not just an isolated economic sector, but it is also part of a multiple and cross-cutting reality affecting the whole of society and affects its economic, social, cultural and territorial life in numerous aspects. Therefore, polices related to these areas may not always be part of touristic offer, because may not refer directly to the touristic sector. By the way, in the areas within INCIRCLE programme, actions related to these areas have always an impact on tourism, because this sector is the main economic activity, or one of the most relevant, for the territory.

The development of policies builds on heterogeneous numbers of variables; hence it is necessary to set the main guiding principles in order to avoid any inconsistency between goals, vision and relative outputs. The INCIRCLE Operational Model is based on the Ellen MacArthur definition of circular economy and on the policy developing approach of the European Commission designed for the definition of reginal smart specialisation strategies (RIS3).

The INCIRCLE approach lays its foundations from the following 5 principles:

- ▪ **Reduce**

  The first principle, identified by the Ellen MacArthur foundation, defining a circular model is to design out of waste[20]. Indeed, in such a model the waste does not exist, because considered economic, natural and social capital, and therefore kept in use for the longest time as possible. This concept contrast with the linear model, where the main economic driver consists in the natural resource use. Instead, in a circular economy model, the main economic driver consists in the 4R: reduce, reuse, recycle, recover. Tourism policies may promote this principle, considering actions where the production of waste is minimized and the resources use (like water and energy) is optimized.

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[20] https://www.ellenmacarthurfoundation.org/circular-economy/concept

▪ **Regenerate**

As mentioned above, circular economy model considers a system in which resources are kept as much as possible in use. The idea introduced by the Ellen McArthur foundation is that exists two main cycles, technical and biological, though which resources can be reused for what they are designed to. Following the second principle of the EMF, the idea behind this approach is, on one hand, to optimise the resource loop by circulating the products components and materials in both the technical and biological loops by collecting them and replacing them at each level of the reuse, and, on the other hand, trying to dematerialize as much as possible the resources related to tourism by its virtualization (paper, reservation, etc.) This approach levers upon the so-called ReSOLVE framework (regenerate, share, optimise, loop, virtualize, exchange[21]) which synthetizes basically what explained. For this reason, tourism should not be an island in the ocean of other economic activities, but it must be integrated, generating synergies between touristic and local activities.

▪ **Rethink**

Rethink principle requires decision makers to dramatically refuse the linear approach, adopting a new way to think about resources management processes across capitals. The fulfillment of the rethink principle is based on a strong awareness on impacts that decisions determine on resources across capitals, in all phases of the lifecycle of products and services. Any ambitious project for a territory cannot success if it is not widely accepted by most of the relevant stakeholders. Hence, it is important to design and implement a process as much inclusive as possible and from the very beginning, in order to make the stakeholders feel part of it. The mere fact that many elements and stakeholders are affected by circular policies, requires a holistic approach looking to integrate all visions and expectations, to design a useful, resilient and comprehensive plan[22]. Because of its cross-cutting nature, tourism policies particularly need this type of approach, which may consider all the sectors this phenomenon impacts on.

▪ **Innovate**

A sustainable and circular policy should look at the years to come, guiding the territories towards a sustainable development. Having a long-term vision is a must, because it explicitly and implicitly inspires the single actions. European Commission in December 2019 presented the European Green Deal[23], a package of measures addressing businesses and citizens to move towards a sustainable development for growth. This is the European vision, which answers to the Paris Agreement[24], that will inspire the future actions by 2050. Circular local policies should be inspired by this long-term vision, and be strongly innovative, using new idea or method, foreseeing different scenarios and making room for further local developments.

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[21] Ellen MacArthur, "*The new plastics economy - Rethinking the future of plastics*", 2016
[22] "Operational model for Low Carbon Transport Plans for cruise destination cities", Interreg-Med Locations, 2017
[23] https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en
[24] http://unfccc.int/files/essential_background/convention/application/pdf/english_paris_agreement.pdf

- **Revalue**

  Revalue principle refers to the capacity of decision makers to maintain the value of resources and products across different economic cycles. This kind of capacity can be supported by several types of actions, as for example, maintenance and repair, reuse, repurpose, refurbish, remanufacturing, refitting, renovation, recycle, recovery. This principle specifically requires to enhance the overall capacity of cycles to upcycle.

  Upcycling refers to the reuse in such a way as to create a product of higher quality or value than the original. More specifically, upcycling could be referred to the process of converting secondary raw materials/by-products into new materials, components or products of better quality, improved functionality and/or a higher value

3.2 Methodology

The Operational Manual is based on the process and activities to be performed so as to maximize the chances of producing an effective, ambitious and realistic regional or national strategy able to trigger a concrete the shift towards a more responsible, circular and sustainable tourism sector.

As a preliminary step, it is highly recommended to set up the team of people who will be responsible for development of the strategy, and schedule one or more meetings so as to define the work plan, milestones, people involved and duties, deadlines, etc., making sure there is a common ground and understanding about the major steps and their relevance.

The general Operational model described as guidance for policy and decision makers, shifts into an Operational Plan when referring to a specific territory and conditions. Figure 3 describes the main steps to take in the design of circular policies, considering, at the same time, the principles mentioned in the previous chapter.

Figure 3: Circular Operation Model methodology
Source: elaboration from EMF, EC
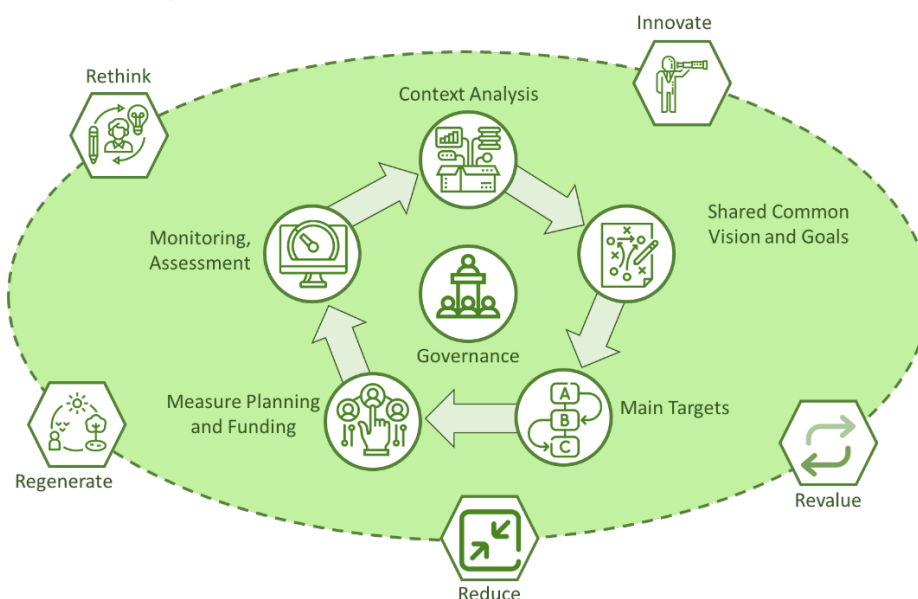
The INCIRCLE methodology rests upon 6 phases:

1. **Context analysis**, with the aim to understand the environment in which the operational model will run;
2. **Governance**, which will organize the work of all the steps, coordinating the stakeholder dialogue;
3. **Shared common vision and goals,** to align the territory to common objectives and strategies;
4. **Main targets**, to monitor the work and adjust possible issues during the process;
5. **Measure planning**, to implement the measures effectively;
6. **Monitoring, assessment and sources for funding**, to implement further actions.

3.2.1   Phase 1: Context analysis

A thoughtful assessment of the context is totally essential for the development of circular tourism policies, since it will determine both the baseline and the evidence for the measures and objectives proposed. As mentioned before, the main principles listed in chapter 3.1 will act as "lens" to look at the context.

This step has clear objectives:

- Analyse the territory to understand the circularity and sustainability gaps in terms of mobility, energy, waste, and water management;
- Measure the seasonality pressure: on average 16,5% of the total nights spent by EU residents in 2017 are made in July, against the 4,5% of November[25]. This difference of tourism pressure on the destination can also dramatically increase in islands and scarcely inhabited areas, like the INCIRCLE territories;
- Evaluation of the impact of past actions to the territory, and possibility to further invest on them or reallocate resources to different actions;
- Identification of strong points to implement, in order to make the territory more attractive from a touristic point of view: green policies as a touristic leverage.

In order to achieve the above-mentioned objectives, below is presented a list of the necessary data to be collected and the actions to be taken to perform the context analysis:

- EU, national, regional and local framework of reference of sustainable and circular tourism policies;
- Current mobility, waste, energy, water management, and tourism data and figures;
- Catalogue of current policies/public and private related initiatives related to sustainable and circular tourism;
- List of negative impacts related to the touristic flows;
- Actual and potential financial resources to allocate on circular tourism policies.

Once collected and considered sufficiently representative of the context, this information can be processed in a SWOT analysis, which can give a more comprehensive image to develop a set of development strategies.

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[25] https://ec.europa.eu/eurostat/statistics-explained/index.php/Seasonality_in_tourism_demand

	👍	👎
Internal	Strengths	Weaknesses
External	Opportunities	Threats

Figure 4: SWOT Analysis scheme

3.2.2   Phase 2: Governance

Governance is central in ensuring more sustainable and responsible forms of tourism. In the Mediterranean area, which presents peculiar characteristics and challenges, a general lack of cooperation and common understanding among different actors is an issue that can be addressed effectively via better governance mechanisms. To face such a situation, collaborative partnerships at different levels such as public-private cooperation initiatives and the inclusion and engagement of a wider range of stakeholders are needed.

Sustainable tourism governance in the Mediterranean context might be defined as:
"A coordinated, multi-level process involving collaboration between public, private and social actors within and beyond the tourism system. This can create policy synergies and build capacity for:

a. Achieving shared goals, developing strategic joint projects, fostering sustainability and managing complexity, and;

b. Achieving balance between the welfare of residents and tourists, destination competitiveness and the context-specific needs of natural, built and cultural environments"[26].

The following figure[27] effectively summarizes and explains the above-mentioned concepts:

> **The MED Sustainable Tourism Community project CO-EVOLVE adopted multi-level governance frameworks: Integrated Coastal Zone Management (ICZM) and Maritime Spatial Planning (MSP)** https://co-evolve.interreg-med.eu/

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[26] https://sustainable-tourism.interreg-med.eu/news-events/events/detail/actualites/policy-factsheet-4-governance-as-a-tool-for-sustainable-and-responsible-tourism-in-the-mediterrane

[27] https://sustainable-tourism.interreg-med.eu/news-events/events/detail/actualites/policy-factsheet-4-governance-as-a-tool-for-sustainable-and-responsible-tourism-in-the-mediterrane, page 4

EMBRACING COMPLEXITY

| Define common sustainable tourism principles | Share knowledge information | Identify best practice in managing complex tourism scenarios |

BALANCE WITHOUT COMPROMISE

| Reconcile and maintain a careful balance | Build a shared, multi-level vision and mission | Aim for legitimacy, effective leadership and coordination |

INCLUSIVITY

| Include a wide range of concerned individuals and groups as active participants | Ensure that all stakeholders voices are heard in decision-making |

EMPOWERMENT

| Ensure the capacity and the mandate for agents to be change-makers | Build commitment and trust to underpin collaborative working |

Figure 5 Effective governance principles

Sustainable tourism governance needs to reach and maintain a careful balance capable of reconciling the environmental, economic and sociocultural dimensions of sustainability and circularity and to adopt coordinated strategic planning and management of tourism activities and impacts.

In order to build commitment and trust, collaborative tools such as Memoranda of Understanding (MoU), collaboration agreements and declarations with signatories from multiple levels of government and across all sectors relevant to tourism activity and impacts might be adopted. The adoption of such tools is strongly recommended also within the INCIRCLE partnership, including the replication agreements of project know-how to be signed with regional authorities external to the partnership in the framework of the activities foreseen in WP 4 "Transferring".

3.2.2.1 INCIRCLE stakeholder working groups

Referring again to the principles defined in section 2.1, it is very important to identify the stakeholders to be involved and define the appropriate mechanism to make them actively participate in and own the process, in order to tailor the policies to the territory needs, expressed during a participatory process. Also the adopted approach should be inclusive, systematic and holistic in order to avoid the fragmentation typical of tourism, due to the fact it covers multiple inter-linked sectors which might sometimes express contrasting needs and visions.

Such process should be designed based on the stakeholders' input and should identify the tools that will be used to develop it. The activity should be led by a team with experience and good skills, able to perform a comparative analysis of every different point of view, and able to communicate and gain trust. A correct identification of the stakeholders' expectations is as important as a correct design of the participatory process, which will include a template of the structure, the main issues to be faced and the expected outcomes. Several different techniques,

tools and formats might be used to develop and manage the participatory process and should be chosen according to the type of stakeholders involved, the input expected from them and the information to be shared with them.[28] In general terms, the added value of participatory processes lies in the expansion of perspectives and understanding on the same issue, where the comparative analysis carried out enriches all the participants and stimulates the identification of alternative solutions the single individual would not have thought of.

Setting up the governance, the leading team should plan timely feedbacks to the involved stakeholders, in order to cultivate a close and fruitful relationship and make them feel involved and committed. Again, this is an essential step to develop trust among the territory's main tourism players.

A key step, as also recommended by ETIS[29], is the adoption of the multi-stakeholder approach, based on the creation of Stakeholder Working Groups (SWG), structured as interdisciplinary teams gathering organizations and individuals with an involvement and interest in the tourism sector, and helping to establish priorities, roles and responsibilities but also cooperation and coordination among the diverse key players in the tourism arena.

The ideal mix of organizations to be involved in SWGs might include[30]:

- The regional/local tourism organization and tourism development company
- Local planning, transport and rural/urban development departments
- The waste management department (water and solid)
- The water supply department or companies (local and regional)
- The energy department and/or suppliers
- The police/security department
- The forestry/protected area or parks management department
- The airport/port authority (where applicable)
- The local hotel or tourism association
- Tour guide, camping, caravan, villa or apartment associations
- Relevant non-governmental organizations
- The local chamber of commerce
- Tourism employee associations and/or unions
- Relevant academic institutions involved in associated research.

The ratio behind the involvement of organizations should be their capacity of obtaining relevant data, influencing policy and staying committed. It is highly recommendable to also involve residents and possibly tourists.

SWGs should be guided, after the step of data collection, in order to reach an agreement on targets and related action plan and measures to reach them, where everybody's role and responsibility are clearly defined. Once the action plan is in place to deal with short term priorities, it is then time to work on a long-term strategy to guarantee lasting improvements.

> **Further SWG meetings might be called upon to validate results and outputs of each project phase before proceeding to the next.**

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[28] "Operational model for low carbon transport plans for cruise destination cities", Interreg-MED Locations, 2017
[29] "The European Tourism Indicator System", European Commission, March 2016
[30] "The European Tourism Indicator System", European Commission, March 2016

Such approach has been fully embraced in INCIRCLE, where in each partner territory, at a regional and local level, a SWG is established acting as a laboratory, to merge different perspectives and foster a common interest, ensuring vertical and horizontal cooperation and participation. In order to do so they will meet at least three times during the project but further meetings might be organised by the partners before the project's closure.

In the first meeting, SWG will be asked to identify the main sustainable tourism bottlenecks and challenges as part of the project assessment activities concerning the current state of circular tourism in partner territories and to support the collection of data and relevant information for analysis and assessment according to INCIRCLE circularity indicators. Targets will be set accordingly and possible measures to reach them will be discussed and selected under the umbrella of INCIRCLE 4 pillars. Best practices identified in the SWG will be included in INCIRCLE Knowledge Platform. All feedbacks will be integrated in the strategy elaborated by partner Regional Authorities (RAs) and national agencies (NAs), guided by the Operational Model. In the following two SWG meetings RAs and NAs will be provided with new inputs and then the final version of the strategy will be presented to stakeholders for approval.

> **INCIRCLE stakeholders contribute to:**
>
> - **Collect and analyse data, identify needs and related action plan**
> - **Define the vision, the targets and related measures**
> - **Identify a strategy and related funding**

In order to facilitate the gathering and merging of feedback, templates will be provided to partners in order to develop a homogeneous working methodology based on the participatory approach, allowing to collect outcomes in an organized and structured way.

The role of the SWG is at the heart of most of the phases outlined in ETIS[31], as detailed in paragraph 3.2, to which INCIRCLE is fully aligned in its core activities of testing, transferring and capitalizing of models and strategies for a more circular and sustainable tourism.

The participatory approach adopted within the project will effectively support the adaptation of INCIRCLE methodology to the needs of islands and scarcely populated areas, with the aim of developing regional and national strategies for the transition towards a more circular economy able to develop concerted measures and mechanisms.

3.2.3   Phase 3: Shared common vision and goals

Once defined the governance of the process, started the stakeholder consultations, and having deeply analysed the context, the next step is to draft a strategy. The main objective of this phase are:

- Describe the current state of the art and set the baseline against which change will be measured
- Define a shared common vision of where the territory wants to go in terms of circular touristic destination.
- Define the main challenges the territory wants to tackle.

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[31] See Paragraph 1.2.2

These three elements are based, again, on the principles described in chapter 3.1, and is essential that all of them are shared and participated by all, or most of all, in order to reach good expectations of duration and success for the circular touristic policy. Therefore, all relevant stakeholders should be part of this step by a participatory process, and the outcomes should be simple, clear and easily understandable. Hence, a good coordination is needed, in order to give voice to their needs, and to perform a comparative analysis of the issues from different point of view. This will lead to a deeper common and shared understanding of possible solutions. The process should be design in a way that stakeholders can give frequent and quick feedback on this activity, in order to stimulate a close and fruitful relationship between the team leading the participatory process and the stakeholders.

3.2.4   Phase 4: Main targets

The vision along with the agreed objectives provide a quite clear picture of the desired future and the change that want to be introduced by the strategy. To ensure a proper monitoring of achievements and impact clear indicators and target must be identified.

Strategic results indicators are to be identified for each strategy main objective. A small number of easily measurable and understandable qualitative and quantitative indicators is to be developed that are clearly linked to each of the objectives to be achieved, allowing the monitoring of the progress made towards their achievement. Before start developing own indicators, it is important to evaluate the availability of well-defined standard indicators adopted elsewhere, retrieving information from key regional and local stakeholders

For each identified strategic indicators, a baseline and measurable targets are to be provided, that compared against each other, show whether the strategy did reach it goals and measure whether the desired change did take place. To ensure a proper tracking of the progress over time, targets must define what should be achieved, in comparison to the current situation, by a specific year (e.g. greenhouse gas emissions from tourist traffic reduced by 30% by 2030).

> **Involve key stakeholders in the target setting activity to make sure that targets are realistic and widely supported.**

A template for the definition of INCIRCLE result indicators might be found in *Annex I – INCIRCLE result indicator template.*

3.2.5   Phase 5: Measure planning

The definition of the term "measure" is borrowed by the European SUMP guidelines[32], and within the INCIRCLE operational model it is acknowledged as an action able to address the identified territorial problems, contributing to meet one or more strategy goals.

For each INCIRCLE pillar, a wide range of measures able to contribute to the set vision, objectives and targets is to be identified.

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[32] a "broad type of action that is implemented to contribute to the achievement of one or more policy objectives […] or to overcome one or more identified problems".

A systematic overview of measures, already implemented or planned in available sectoral plans, is to be provided, drawing also on plans from different policy areas that directly or directly affect the tourism sectors. Measures that have already been successfully implemented elsewhere and that could be adopted to the regional context shall be identified as well. It is of utmost importance to co-identify measures with key stakeholders, that must be closely involved into option generation and appraisal, thus ensuring the production of a comprehensive longlist of measures able to fit the needs of the territory.

> **When identifying potential measures, learn from others experience! Avoid 're-inventing the wheel' and use the INCIRCLE platform!**

Once a comprehensive longlist is made available, measures are to be jointly assessed with an eye to their realistic and timely implementation with the given resources (pre-feasibility check). At the end, just the most suitable, feasible and cost-effective measures are to be selected.

> **Key stakeholders are to be involved in the short listing, definition and approval of measures.**

When promising measures are defined, links between different measures are to be established in order to set up the most effective order of implementation. By identifying the relationships between measures, one might also find out how they relate to and can benefit from each other in the actual implementation: well combined complementary measures are proved to be more effective in addressing the specific dimensions of a problem and overcoming the barriers to their implementation than single measures.

Nevertheless, in such a perspective it is important to define measures by means of a modular approach, enabling them to be tightly related but independent from one another. This will ensure, in the strategy implementation phase that measures are separately deployed, significantly reducing the risk of hindering the implementation of the strategy in case a failed measure occurs.

For each shortlisted measure, a set of relevant information is to be provided, able to convey:

- WHAT goals the measure is pursuing
- HOW the measure will be implemented
- WHO will benefit from it
- WHO and HOW will contribute to its implementation
- WHICH resources and skills are required
- HOW MUCH will the measure cost (including setting up and operation/maintenance costs)
- WHEN it will be implemented
- HOW its progress and performance will be monitored

Measures must be planned with an eye to their concrete realisation and to the result they will deliver. Therefore, appropriate output indicators are to be identified for each selected measure, able to track their progress and performance over time.

The templates for the definition of INCIRCLE measures and output indicators might be found in *Annex II – INCIRCLE measure template* and *Annex III - INCIRCLE output indicator template*.

3.2.5.1 Development of future implementation scenarios

The complexity of the context together with the many factors intervening, imply the likely possibility of deviations and relevant changes in the context.

It is highly recommended to elaborate a Gantt chart, showing the timing and duration of all planned measures, to ensure a prompt identification of potential delays and deviations.

It is advisable to foresee different future implementation scenarios, so as to assess the outcomes of the strategy in every case, and favour the chances to adapt it or adjust it to new conditions arising.

At least three potential scenarios should be drafted for a medium/ long term future (10 to 15 years' time):

- SCENARIO 1 – Business as usual: no strategy deployment
- SCENARIO 2 – Best possible case: The strategy gets high success
- SCENARIO 3 – Most likely case: the strategy gets partial success

3.2.6 Phase 6: Monitoring, evaluation and sources for funding

The design of the strategy is not really finished until the strategy and planning for monitoring and funding is defined and settled. In this sense, step 6 is related to step 5 in a double way, since it requires the Strategy to be already drafted, but it also feeds it back, leading to eventual changes.

3.2.6.1 Definition of the process for monitoring

The potential success of the Strategy largely depends on keeping constant track of its development and evolution, so as to assess if adjustments or new actions have to be adopted. Defining an effective monitoring process implies the establishment of the following elements

- Designate a person/team responsible for the monitoring process: determine who will be in charge of every step/ milestone during the development of the strategy;
- Define the milestones to evaluate along the Strategy life span, along with indicators and source of data to evaluate every defined milestone;
- Define the critical points which could have a determinant impact. Identify actions to be taken in case the critical events take place;
- Establish a calendar including the previous elements.

Finally, the monitoring process, together with its calendar and milestones, should be agreed and shared by all relevant stakeholders, who, in return, should be informed in due time about the monitoring results along the project.

3.2.6.2 Evaluation of strategy development

Once the process for monitoring has been designed and agreed, the actual action of collecting and evaluating the indicators results and feedback, will permit to assess the current situation at all stages of implementation. It is advisable to define a heterogeneous group of experts to periodically evaluate the state of art of the strategy,

and deliver their recommendations. In this respect, the efficacy of the evaluation process will be higher it responds to a previously established calendar for reports, as well as to extraordinary circumstances led by unexpected events.

3.2.6.3   Ensuring funding and financing sources

Regarding strategy implementation in many cases, the major obstacle faced is linked to insufficient access to funds and lack of resources to accomplish the agreed measures. A sound financial plan is to be prepared that defines how to finance the measures of the strategy. The plan is to be developed jointly by all relevant stakeholders, with the most holistic approach, looking for synergies and opportunities wherever they may be. The main elements to consider within the funding plan are:

- Identification of potential sources of funding;
- Determine the actions to be taken to secure funding;
- Design the person/entity in charge for the agreed measures.

To ensure a long-term sustainability of the strategy, different funding and financing sources must be matched. Funding might come from different municipal, regional, national, private and multilateral sources, reflecting a wide diversity of financing instruments.

Glossary

Baseline: A baseline is a fixed reference point against which the strategy progress can be compared and the change measured, allowing to assess the performance of the strategy over time.

Circular economy: A circular economy is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems[33]. For more information, please check the following links:

- https://www.ellenmacarthurfoundation.org/circular-economy/what-is-the-circular-economy
- https://ec.europa.eu/environment/circular-economy/
- https://ec.europa.eu/growth/industry/sustainability/circular-economy_en

European Tourism Indicator System (ETIS): ETIS is a system of indicators suitable for all tourist destinations, encouraging them to adopt a more intelligent approach to tourism planning. For more information, please check the following link:

- https://ec.europa.eu/growth/sectors/tourism/offer/sustainable/indicators_en.

European Green New Deal: The European Green Deal is the European roadmap for making the Europe's economy sustainable, by turning climate and environmental challenges into opportunities across all policy areas and making the transition just and inclusive for all. For more information, please check the following link:

- https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en

Impact: the positive and negative changes produced by the strategy, directly or indirectly, intended or unintende, on the local social, economic, and environmental context.

Indicator: a clearly-defined data set used to monitor progress in achieving a particular objective or target. Strategic indicators enable measurement of the overall performance of the strategy and therefore provide a basis for its evaluation. On a more detailed level, measure indicators allow for monitoring the performance of identified measures.

Milestone: represents a specific point in time used to measure the progress of the strategy towards its ultimate goal.

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[33] https://www.ellenmacarthurfoundation.org/circular-economy/what-is-the-circular-economy

Objective: a broad statement describing an improvement that regional and national local authorities are seeking. Objectives specify the directions for improvement and priority areas, but not the means for achieving it.

Research and Innovation Strategies for Smart Specialisation (RIS3): smart specialisation is an innovative approach that aims to boost growth and jobs in Europe, by enabling each region to identify and develop its own competitive advantages. Through its partnership and bottom-up approach, smart specialisation brings together local authorities, academia, business spheres and the civil society, working for the implementation of long-term growth strategies supported by EU funds. For more information, please check the following link:

- https://ec.europa.eu/regional_policy/sources/docgener/informat/2014/smart_specialisation_en.pdf
- https://s3platform.jrc.ec.europa.eu/what-is-smart-specialisation-
- https://s3platform.jrc.ec.europa.eu/s3-guide

Scenario: description of a specific set of developments in the future which are relevant to the implementation of the strategy.

Stakeholders: all individuals, groups or organisations affected by and/or being able to affect the strategy, from its planning to its uptake and implementation.

Sustainable tourism: a concept of tourism that takes into account all its current and future economic, social and environmental impacts.

SWOT analysis: an analysis based on the identification of strengths, weaknesses, opportunities, and threats of a sector used to evaluate a its position and to develop strategic planning. The SWOT analysis assesses internal and external factors, as well as current and future potential.

Tourism: Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which involve tourism expenditure[34].

Vision: a qualitative description of a desired change that serves to guide the development of objectives, strategic indicators and targets and the selection of suitable measures throughout the strategy process.

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[34] https://www.unwto.org/glossary-tourism-terms

Annexes

Annex I – INCIRCLE result indicator template

Annex II – INCIRCLE measure template

Annex III - INCIRCLE output indicator template

Annex IV – ETIS indicators

Annex V – Operational model checklist

Annex I

INCIRCLE result indicator template

The following table shall be filled in for <u>each agreed result indicator</u>:

Result indicator for the objective [*specify number and name of the objective*]		Target values and deadline				Data collection and reporting		
Name of the indicator	Definition	Baseline	Year n°	Year n°	Year n°	Frequency and report	Data source and collection methodology	Responsible for data collection

Annex II

INCIRCLE measure template

The following table shall be filled in for each selected measure.

Title of the measure	
Short description of the measure	
Related objective (s)	
Main target group	
Main stakeholders involved and their responsibility	
Main activities to be performed	
External support required	
Related output indicator and targets (s)	
Cost estimation	
Complementary measures (if any)	

Annex III

INCIRCLE output indicator template

The following table shall be filled in for <u>each identified output indicator</u>:

Output indicator for the measure [*specify number and name of the measure*]		Target values and deadline				Data collection and reporting		
Name of the indicator	Definition	Baseline	Year n°	Year n°	Year n°	Frequency and report	Data source and collection methodology	Responsible for data collection

Annex IV

ETIS Core and supplementary indicators

Section A: Destination management

Criteria	Indicator reference#	ETIS core indicators
A.1 Sustainable tourism public policy	A.1.1	Percentage of tourism enterprises/establishments in the destination using a voluntary certification/labelling for environmental /quality/sustainability and/or Corporate Social Responsibility
A.2 Customer satisfaction	A.2.1	Percentage of tourists and same-day visitors that are satisfied with their overall experience in the destination
	A.2.2	Percentage of repeat/return visitors (within 5 years)

Section B: Economic value

Criteria	Indicator reference#	ETIS core indicators
B.1 Tourism flow (volume and value) at destination	B.1.1	Number of tourist nights per month
	B.1.2	Number of same-day visitors per month
	B.1.3	Relative contribution of tourism to the destination's economy (% GDP)
	B.1.4	Daily spending per overnight tourist
	B.1.5	Daily spending per same-day visitors
B.2 Tourism enterprise(s) performance	B.2.1	Average length of stay of tourists (nights)
	B.2.2	Occupancy rate in commercial accommodation per month and average for the year
B.3 Quantity and quality of employment	B.3.1	Direct tourism employment as percentage of total employment in the destination
	B.3.2	Percentage of jobs in tourism that are seasonal
B.4 Tourism supply chain	B.4.1	Percentage of locally produced food, drinks, goods and services sourced by the destination's tourism enterprises

Section C: Social and cultural impact

Criteria	Indicator reference#	ETIS core indicators
C.1 Community/social impact	C.1.1	Number of tourists/visitors per 100 residents
	C.1.2	Percentage of residents who are satisfied with tourism in the destination (per month/season)
	C.1.3	Number of beds available in commercial accommodation establishments per 100 residents
	C.1.4	Number of second homes per 100 homes
C.2 Health and safety	C.2.1	Percentage of tourists who register a complaint with the police
C.3 Gender equality	C.3.1	Percentage of men and women employed in the tourism sector
	C.3.2	Percentage of tourism enterprises where the general manager position is held by a woman
C.4 Inclusion/accessibility	C.4.1	Percentage of rooms in commercial accommodation establishments accessible for people with disabilities
	C.4.2	Percentage of commercial accommodation establishments participating in recognised accessibility information schemes
	C.4.3	Percentage of public transport that is accessible to people with disabilities and specific access requirements
	C.4.4	Percentage of tourist attractions that are accessible to people with disabilities and/or participating in recognised accessibility information schemes
C.5 Protecting and enhancing cultural heritage, local identity and assets	C.5.1	Percentage of residents that are satisfied with the impacts of tourism on the destination's identity
	C.5.2	Percentage of the destination's events that are focused on traditional/local culture and heritage

Section D: Environmental impact		
Criteria	**Indicator reference#**	**ETIS core indicators**
D.1 Reducing transport impact	D.1.1	Percentage of tourists and same-day visitors using different modes of transport to arrive at the destination
	D.1.2	Percentage of tourists and same-day visitors using local/soft mobility/public transport services to get around the destination
	D.1.3	Average travel (km) by tourists and same-day visitors from home to the destination
	D.1.4	Average carbon footprint of tourists and same-day visitors travelling from home to the destination
D.2 Climate change	D.2.1	Percentage of tourism enterprises involved in climate change mitigation schemes — such as: CO_2 offset, low energy systems, etc.— and 'adaptation' responses and actions
	D.2.2	Percentage of tourism accommodation and attraction infrastructure located in 'vulnerable zones'
D.3 Solid waste management	D.3.1	Waste production per tourist night compared to general population waste production per person (kg)
	D.3.2	Percentage of tourism enterprises separating different types of waste
	D.3.3	Percentage of total waste recycled per tourist compared to total waste recycled per resident per year
D.4 Sewage treatment	D.4.1	Percentage of sewage from the destination treated to at least secondary level prior to discharge
D.5 Water management	D.5.1	Water consumption per tourist night compared to general population water consumption per resident night
	D.5.2	Percentage of tourism enterprises taking actions to reduce water consumption
	D.5.3	Percentage of tourism enterprises using recycled water
D.6 Energy usage	D.6.1	Energy consumption per tourist night compared to general population energy consumption per resident night
	D.6.2	Percentage of tourism enterprises that take actions to reduce energy consumption
	D.6.3	Percentage of annual amount of energy consumed from renewable sources (Mwh) compared to overall energy consumption at destination level per year
D.7 Landscape and biodiversity protection	D.7.1	Percentage of local enterprises in the tourism sector actively supporting protection, conservation and management of local biodiversity and landscapes

Indicative list of supplementary indicators

Maritime and coastal tourism

Passengers and ports

Number of incoming and outgoing passengers per port per month

Number of berths and moorings for recreational boating

Water quality

Level of pollution in seawater per 100 ml (faecal coliforms, campylobacter)

Beaches

Percentage of beaches awarded the Blue Flag

Area and volume of sand nourishment

Total km of free beaches relative to total km of beaches

Percentage of beaches accessible to all

Number of days per year the beach/shore is closed due to contamination

Accessible tourism

Sustainable tourism policy

Percentage of the destination with an accessible tourism strategy/action plan, with agreed monitoring, development control and evaluation arrangement

Equality/accessibility

Percentage of commercial accommodation with rooms accessible to people with disabilities and/or participating in recognised accessibility information schemes

Does the destination have an identified accessibility management office or person available to the public?

Percentage of businesses that have a budget for accessibility improvements

Reducing transport impact

Percentage of each category of transport in the destination that is accessible, i.e. public transport and private hire coaches, minibuses, taxis or minicabs

Transnational cultural routes

Destination management survey

Is your destination part of a cultural route certified by the Council of Europe?

If yes, is there any policy in place for the cultural route's visibility?

If yes, does the local community participate in this policy?

Do cultural/tourist events linked to the cultural route take place in your destination?

Is the logo of the cultural route of the Council of Europe present on the documents or visible in tourist offices?

Percentage of tourist offers available in your destination highlighting the theme of the cultural route

Enterprise survey

Is your enterprise located along a cultural route certified by the Council of Europe?

If yes, are the products of your enterprise linked within the theme/activities of the cultural route?

If yes, is the communication on your enterprise/products mentioning the links with the cultural route?

Is the cultural route promoting/making visible your enterprise/products?

Resident survey

Benefits for the community from the cultural route involving my destination

Is the community informed about the cultural route?

Is the local community involved in the actions organised within the framework of the cultural route's activities?

Are there benefits for me from the cultural route involving my destination?

Percentage of residents satisfied with their involvement and their influence in the planning and development of the cultural route

Percentage of residents who have positive or negative views on the impact of the cultural route on my destination's identity

Effect of the cultural route on the distinctiveness and local identity, culture and heritage of the destination

Effect of the cultural route on the quality of life in the destination

Percentage of residents who have positive views on the impact of the cultural route on tourism

Effect of the cultural route on cultural and tourism offers of the destination

Annex V

Phase 0: Preliminary phase	
Common interdepartmental understanding of INCIRCLE strategy ensured	☐
Interdepartmental core team created	☐
Main internal responsibilities, milestones and deadline defined	☐
Phase 1: Context analysis	
Data needs specified, with view of political priorities and probable objectives.	☐
Available data identified and quality checked.	☐
Data gaps defined and additional data sources identified.	☐
Secure data management established.	☐
Data sharing with external owners of relevant data agreed.	☐
Additional data collected, if needed.	☐
Phase 2: Governance	
Key stakeholders identified and analysed	☐
Key stakeholders invited to join the Stakeholder Working Group	☐
INCIRCLE Stakeholder Working Group set up and running	☐
Phase 3: Vision and Goals	
Current state of the art (*baseline*) on circular tourism described, against which progress can be measured.	☐
Problems and opportunities discussed and analysed with key stakeholders and citizens.	☐
Co-create common vision with key stakeholders	☐
Vision reviewed to guide the development of objectives.	☐
Draft objectives developed.	☐
Draft objectives discussed with key stakeholders.	☐
Final set of objectives selected.	☐
Phase 4: Main target	
Quantitative and qualitative outcome indicators identified for all objective	☐
Set of strategic core indicators defined, including reporting format and measuring method.	☐
Key stakeholders involved in target setting.	☐
Suitable set of locally achievable targets developed.	☐
Phase 5: Measure planning	
Already implemented and planned measures analysed.	☐
Exchange of experiences with planners of other destinations, cities and regions established	☐
Long list of potential measures created.	☐
Suitable measures assessed with an eye to effectiveness, acceptability and value for money.	☐
Most promising measures shortlisted	☐
Detailed specifications and cost estimates for shortlisted measures available.	☐
Potential packages of measures identified that are expected to realise synergies and overcome implementation barriers.	☐
Final set of measure packages selected.	☐
Suitable set of measure indicators selected, including reporting format and measuring method.	☐
Funding and financing sources ensured.	☐
Phase 6: Monitoring and evaluation	

Process for strategy monitoring defined, along with milestones and responsibilities.	☐
Process for strategy evaluation defined, along with milestones and responsibilities.	☐