Workshop report

How can tourism models that drive development be rolled out?

As detailed in the workshop Concept Note, the organisers wanted to identify concrete ways of better connecting the tourism sector to sustainable development levers so that countries and territories can truly benefit from an industry that, when well managed, can increase the positive impacts on the economy and employment, and support the preservation of protected areas and local heritage. On the other hand, it is also necessary to better manage tourism activities to prevent the over-use of resources and sites that leads to irreversible damage to environmental assets (biodiversity, landscapes) and cultural assets (heritage and local traditions), which together form the capital on which the tourist appeal of a destination is based. Finally, the need for regulation can be considered from a social standpoint, particularly in developing countries, in order to establish a healthier relationship between tourists and "locals" and to prevent risks and tensions: e.g. the eviction of local populations due to higher prices for real estate, housing and services, culture shocks, feeling of a loss of authenticity, even phenomena such as begging, crime or prostitution.

These considerations need to be taken in perspective with the context of tourism in Mediterranean countries, which represents over €160 billion in spending[1] and over 300 million travellers (which raises the question of the sector's impact on climate change). It is definitely useful to comprehend the challenges of tourism in their entirety and, to this end, draw on all legal, financial and political tools available in order to develop sustainable tourism models that bring together requirements for operator profitability with the opportunities and impacts facing territories from a social, economic and environmental perspective. The investment capacities and skills of the French Development Agency (AFD) and the environmental governance framework adopted under the Mediterranean Action Plan (UNEP/MAP-Barcelona Convention) - where Plan Bleu is a Regional Activity Centre - are complementary for jointly engineering development, in partnership with all stakeholders who wish to get involved in defining and implementing innovative solutions in the future.

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[1] Compendium 2014, World Tourism Organization

Expected results from the workshop

The workshop was an opportunity for tourism stakeholders (operators, public authorities, protected area managers, development NGOs, financial institutions, consultants and scientists, etc.) to listen, discuss, make recommendations and draw on collective intelligence in order to better identify the difficulties inherent in tourism, but also the opportunities it offers in terms of sustainable development. This dialogue is designed to carry on from the initiatives and opportunities for partnerships and collaboration undertaken by the participants and their respective institutions.

The workshop recommendations should lead to the creation and support of:

i)   a set of guidelines for use by AFD operational teams, in order to help identify opportunities for projects in the tourism sector and support their development, vary the types of operations, partnerships and financial tools, interact with sectoral policies and improve the AFD's overall response capacity;

ii)   a future Mediterranean Strategy for Sustainable Tourism, a sectoral offshoot of the Mediterranean Strategy for Sustainable Development (MSSD 2016-2025), managed by the Mediterranean Action Plan.

Workshop participants and programme

The workshop was held at Villa Valmer, Marseille, France and brought together sixty-one participants from nine countries, with varied profiles: see the [List of participants.](#) Three sessions were organised: first off, a general introduction to set the framework and outline the challenges, then a panel discussion where various tourism stakeholders expanded on their vision and expressed their mutual expectations, and finally, thematic working groups, which further developed discussion by assessing the difficulties associated with the contribution of tourism to the sustainable development of countries and territories, and then produced concrete recommendations - see [Workshop programme](#).

Workshop proceedings and content

Introduction and discussion

Pierre Torrente, Assistant Director of ISTHIA (Toulouse School of Tourism, Hospitality Management and Food Studies - University Toulouse - Jean Jaurès), spoke on the state and outlook of tourism in the Mediterranean (see [Presentation](#)), providing insight and raising new questions concerning the relationship between tourism and territorial development.

Tourism in the Mediterranean is disproportionate due to its scale (313 million international tourists, making it the world's no. 1 destination), and its distribution, with France, Spain and Italy receiving three quarters of visitor flows, whereas the African and Asian coasts are still marginally represented. Seaside resort (beach) tourism attracts a significant proportion of these flows, with the spread and extensive development of a traditional model (e.g. one resort every 22 km in France). Inland areas away from

the coast remain protected from high tourist numbers and receive less attention, like much of Mediterranean heritage which is little promoted. ***How can the coast be best connected to inland areas and how can territorial continuity be achieved? How can product approaches be transformed into offers that are more socially and environmentally fair? How can sector approaches be moved towards a more inclusive and circular organisation, and territorial approaches towards the better structuring of their tourism ecosystem? How can territorial heritage be better promoted?***

An increase in the number of international tourists (500 million forecast for 2050) will require fundamental reconsideration of the resources used and limits set. This concerns water and energy resources, but also land resources, environmental services and the financial resources used to build and manage networks and tourism facilities. ***How can tourists, who do not have the same consumption habits as residents, be made to pay for water resources? How can payment be ensured for the ecosystem services provided by the natural areas, which require promotion, maintenance and preservation? How can the life cycle of tourism facilities be managed and what options exist for reversibility, additional use and redevelopment?***

Tourism is a social phenomenon, reflecting standards and markers that change over time, according to the whims of the "elites" and then consolidated by society as a whole, the "masses". Recent decades have seen a trend for seaside resort tourism, with consumers who are decreasingly loyal to their destinations, travelling long distances for short trips, with the aim of collecting "trophies" (destinations, with a tan as proof of the trip). Given that the current elites are drawn to the exclusive value of new products, new places and new experiences outside of the various pleasure-seeking seaside resort segments (culinary tours, hiking, health and well-being holidays, cultural events, shopping tourism, etc.), it can be assumed that the dominant social marker will gradually move towards inland regions in Mediterranean countries. The challenge therefore lies in managing visitor flows so that cities and territories can retain their character and carrying capacity, striking the right balance between the need to promote the destination and managing visitor numbers. Operators need to juggle between the high added value of using top-range products and the income generated on basic products, where the margins are much lower but the volumes much higher. Finally, all tourists need to be able to freely access unique, perhaps even exceptional experiences. ***How can people be educated about sustainable tourism in order to influence travel practices and limit over-consumption? How can the desires and obligations of tourists be combined (exploration, rest, change of scenery, respect for nature and residents)? How can offers be developed for the co-existence of wealthier and less wealthy tourists? How can tourism facilities become more professional and focused on meeting consumer expectations?***

Tourism has often been considered a key solution for the development of an area, particularly in developing countries with little or no industry. But it seems counter-productive to rely solely on tourism, thereby making the area dependent on this activity. Tourism can only achieve its full potential for sustainable development when established in a stable area that meets the basic needs of its population. ***How can tourism be supported in less advanced areas? How can we prevent tourism becoming the sole activity of a region? How can the contribution of tourism to the sustainable development of a destination be managed and what indicators can be used for measuring it?***

Panel of tourism stakeholders

The panellists each represented a specific and major category of stakeholders in tourism development: public authority, large private operator, local destination management organisation, academic. They shared their own vision of tourism as a factor of development, basing their arguments on success stories and difficulties encountered in their respective activities, and then expressed their expectations of the other stakeholders in order to move the entire sector forward.

Nada Roudiès, Secretary General, Morocco Ministry of Tourism, spoke on Morocco's adherence to the founding principle of sustainability for tourism, which is an integral part of the contract-tourism programme, introduced in the country with the involvement of eleven ministries. This interministerial framework gives clear guidelines, by working to relieve areas with too much pressure from tourism and involve host populations, in particular via training and capacity building in the hotel, catering and tourism sectors. The role of public authorities is key for defining requirements and implementing measurement tools, along with the role of private co-funders for appropriating sustainability criteria. Many other challenges need to be addressed, particularly methods that need to be implemented in order to promote "green consumption" for tourists, a more effective combination of the principles of CSR and profitability, particularly in parks, and the compliance of the national and international tourism sector with the principles of sustainable development (tried-and-tested practices including the introduction of pricing and funding to help bring SMEs into compliance).

Agnès Weil, Director of Sustainable Development at Club Méditerranée, highlighted the group's efforts for developing short supply chains with local sub-contractors, resulting in partnerships with NGOs and agricultural cooperatives. This local procurement strategy can encounter two types of difficulties, requiring action: compliance with the criteria of product "Quantity, Quality and Regularity", which are not always to standard, and the dependence of farmers on tourism operators. Other success stories include drawing on local human resources via internal promotion within resorts, certifications (such as Green Globe certification in 75% of resorts, but these are little used for external communication purposes), or the role of tourism in "kick-starting" local economies after natural disasters (the company's first solid-construction resort was built in Agadir a few years after the city's earthquake). In order to support implementation of operators' sustainable development policies, they need tools for measuring an area's carrying capacity (social acceptability + environmental assessment) and a structured, long-term and well-managed framework of standards with visible incentives. Generally speaking, it is more useful to promote and reward positive actions by operators rather than stigmatising their failures, despite their responsibility for their negative externalities. Great care therefore needs to be taken when opening a new resort, which quickly generates increased demand from tourists according to a honeypot logic.

Lahcen Agoujil, Director of the Terres Nomades travel agency, which primarily operates in rural mountain and desert regions in Morocco, highlighted the varied actions that operators can carry out at small scale to develop their immediate environment while also taking their activity more upmarket: supporting the schooling and training of mountain guides and guesthouse managers provides his agency with competent human resources; cooperation with craftsmen (weaving), replanting activities and improved water supply systems help his agency improve services for populations and generate income, while simultaneously consolidating tourism sectors; the birthing centre (*Maison de la maman*) and ambulance services are examples where profits from sustainable tourism have been reinvested in

territorial development. With regard to a territory's host and carrying capacities, agencies need to take the risk of managing the size of tourist groups and number of stays across the year, in order to facilitate the use of guesthouses, play on the notion of a "unique experience" and maintain the natural and human assets which form the basis of their success. In order to help meet these objectives for preserving heritage and maintaining artisanal and agricultural activities outside of the strict field of tourism, the State can pay for networks or exceptional assets of interest for tourism (e.g. collective granaries in the Anergui Valley), with the aim of creating/maintaining jobs rather than providing social subsidies. By diversifying their activities, territories increase their resilience to security and economic crises, while improving opportunities for young people to remain in their native region if they wish.

Samiha Khelifa, Lecturer at the University of Sousse, Tunisia, highlighted the lack of cross-sector training in tourism, although there is a need for skills that cover all challenges facing the hotel, catering and tourism sector in order to position them within a specific territorial ecosystem. "Traditional" e-learning solutions and MOOC programmes are effective tools for limiting these institutional and disciplinary divisions and training human capital in regions without suitable training centres or higher education institutions. It is also important to take on a systems-based and not simply sectoral approach to tourism in each destination, in order to support a stable host environment, with natural and sustainably managed assets (which are sometimes jeopardised by the consumption/production system of hotels: lack of sanitation led to pollution of the sources of the "Corbeille de Nefta" in Nefta oasis in Tunisia) and the choices of local populations taken into consideration (*what is done by and for residents is also good for tourists*), with special attention paid to ensuring that natural assets are not "privatised" in favour of international tourists. The objective value of tourism heritage must not only be considered from an environmental perspective (ecosystems and landscape). The social (population development) and economic (multifunctional nature of local businesses) dimensions must also be taken into account.

Discussion: In general, the lack of regulations, particularly for defining and managing the economic conditionality of tourism investments, is a problem for all stakeholders, both public and private. There is a need for steering organisations in the form of DMOs (Destination Management Organisations) which would be a visible intermediary to bring people together and would be responsible for the organisation, management and promotion of tourism activities at a territorial level. It is the State's responsibility to define the development objectives, indicators and concrete strategic frameworks in which the private sector, local authorities, professional organisations and financial institutions operate, which requires monitoring and follow-up. In order to reconcile international tourism and local development, it is vital to preserve and promote cultural and natural heritage, keeping in mind that there will be ultimately three types of users, with international tourists (who are not a uniform and compact group but instead are diverse with multiple profiles), national tourists and also residents, where tourism is an excellent way for locals to discover their own heritage. One point that receives less attention is the role of transport in carbon emissions: how can low-carbon strategies be considered when international marketing logically focuses on the new and far-flung major "customer" countries, such as China, Brazil or India?

The following diagram shows the specific expectations expressed by and between the various panel stakeholders:

Public authorities
- Too much confidence in the potential of tourism
- Change in scale towards "niche" tourism

Private operators
- "Help us to be ethical"
- "Help us to communicate and work together"

"small" opérators
- Local income; risk of loss of intangible heritage (e.g. end of transhumance)
- The State conserves some heritage sites (granaries)

Scientists & researchers
- Resource consumption (water) and use of spaces (locals unable to access beaches)
- Market logic or territorial logic?

All
- Territories/ecosystems carrying capacities
- Toursim social acceptance

Non-represented stakeholder: Local authorities

Results of the working groups

The five thematic working groups first considered the obstacles and difficulties that limit the contribution of tourism to sustainable development in their respective fields, before seeking to specify recommendations and develop solutions to overcome these hurdles. (See Results Feedback - Day 1 (difficulties) and Results Feedback - Day 2 (proposed actions)). The results are summarised below.

WG1: Transition of seaside resort tourism

Seaside resort tourism in the Mediterranean represents a significant market share (number of tourists, income generated). This appears problematic with regard to its damage to the environment and its other negative externalities, but it is also a key part of the solution for making tourism more sustainable. Given the popularity of the product and the collective image that it evokes, its intrinsically seasonal nature and its ability to develop horizontal networks (tourist events, crafts, catering, etc.) and vertical networks (distribution systems, energy networks, transport) in the area, any transition or reconfiguration needs to be made by modifying its mode of operation and relationships rather than changing its nature. There is significant flexibility in the main three phases of the territorial planning, design and operation of tourism facilities, followed by a potential fourth phase comprising the redevelopment of these facilities. The difficulties encountered in making this type of tourism more sustainable and the recommendations and solutions proposed are as follows:

- **Limited governance at territorial level:** Seaside resort tourism involves a variety of stakeholders who are not sufficiently coordinated and sometimes reluctant to cooperate. Destination management organisations and local hotels are dependent on international companies and tour operators, which attract and organise tourist flows, but can easily be replaced by competing destinations. This results in a lack of visibility and profitability, leading to increased precarity, which is not conducive to the implementation of costly and binding environmental and social regulations. The group highlighted the lack of regulation for tourism activities and the lack of consultation for drawing up a strategy for sustainable territorial tourism. One of the keys to sustainability is land management to avoid the phenomena of speculation and real estate pressure.

Recommendations: Governance needs to be strengthened for the three phases of tourism development (planning, design, operation), in particular during territorial planning and the allocation of land to tourism zones. For example, "buffer" zones without tourism could be included. Sustainable development and ethical criteria need to be set from the project funding phase, based on specific conditions in the specifications (impact study, HQE construction standard, etc.). Stakeholders need to develop their activities on the basis of proactive and binding legislation. A true strategy for sustainable territorial development, involving several ministries and managed by a regulating body, needs to be at the basis of all new projects, which represents the transition from a product approach to a territorial approach. Participants proposed the creation of a one-stop approach at territorial level, with local/regional management rather than national management (decentralisation), in order to facilitate investor actions, their knowledge and therefore implementation of the various regulations with which they need to comply. There needs to be capacity building for local authorities in order to achieve territorial integration, a better link to inland areas and compatibility between territories and tourist products.

- **The scale of seaside resort tourism is little considered in the effects of climate change:** Seaside resort tourism generates a vast number of flights, with increasingly short and frequent tourist stays, which considerably increases the carbon footprint. The use of long-haul flights for seaside resort tourism is even more damaging as it is an indistinguishable product, generally within reach of the customers' place of origin. This issue is a real obstacle to the sustainable development of seaside resort tourism. The management of waste and sewage generated during the summer period is also a real challenge.

  Recommendations: It is suggested to improve knowledge and the quality of information for calculating the carbon footprints of tourists. There is also a need to explore measures for increasing the length of stays and extend the tourist season, in particular, using airline and tour operator promotional systems. Domestic tourism is also an important lever that could be developed more easily by properly structuring national transport networks. This means creating a real segment of domestic customers, which does more than just compensate for periods with poor international tourism results. It is also urgent to anticipate the effects and impacts of climate change on coastal areas and the possibilities for changing seasonal tourism patterns.

- **A single culture of seaside resort tourism is a very high risk factor for the health of coastal areas.** Some discussions have centred on the reversibility of seaside resort tourism operational models and the "post seaside resort" transition. Seaside resort tourism is a source of significant income, but this could stop suddenly due to events that are difficult to predict. The political situation in many Southern and Eastern Mediterranean countries is currently generating "tourism wastelands", with no plans for redevelopment. In Tunisia, for example, 40% of hotels have closed.

  Recommendations: It would be useful to develop reversibility studies before projects, using specifications defined by local authorities, which include options for redevelopment, which are similar or different to the original use for tourism, taking into account problems involving a drop in the value of assets and the management of investor debts. It is also necessary to improve regulation that prevents and manages the transfer of "hot beds" (tourist areas) to "cold beds" (residential areas) in mature and formerly developed areas. The group suggested promoting the concept of Real Estate Residencies of Tourist Promotion (limited presence of the purchaser and owner throughout the year, with mandatory rental the rest of the time) in order to increase occupancy rates.

- **Destinations are strongly dependent on the international market and tour operators.** The group highlighted the negative trend for the profitability of seaside resort hotels and "forced income distribution", which limits their control over their own future and the development of their tourism

products. Some tour operators and hotel chains have sustainable development and CSR policies with varying objectives, but most do not have any. International competition requires major operators to continually redefine their offers and follow a flexible policy to quickly reposition themselves on new destinations and products, leaving hotels and destination management organisations little margin for planning, investment and profitability. The race for competitive prices by tour operators and international hotel chains requires them to limit their production costs, at the expense of local stakeholders, who are dependent on them.

Recommendations: Tour operators are one of the most important links in the value chain for seaside resort tourism and are capable of influencing the rest of the chain. The group therefore suggested working with them to change their management and distribution options, making them more sustainable and capable of influencing other stakeholders in the chain. For example, hotel chains would need to be more involved in the sustainable development policies of hotels, e.g. by making them building tenants (rather than just operators) so that they are encouraged to invest in building renovation and energy efficiency. Awareness-raising actions are also required across the entire value chain, with the dissemination of best practices.

- **Difficulty managing the impacts of seasonality, which are inherent to seaside resort tourism (*difficult to go to the beach without any sun*).** Seaside resort tourism generates significant economic activity over a short period, which results in the creation of very seasonal, even precarious employment.

Recommendations: Public authorities need to be supported in developing measures to improve alternative possibilities for off-season employment in other sectors than tourism, such as fishing, crafts, agriculture or construction. Access to professional training could be improved. The group also suggested taking into account the issue of job seasonality in the impact studies.

WG2: Promotion of urban heritage and cultural assets

- **Lack of governance at regional level:** The limited complementarity and significant competition between Mediterranean destinations is primarily explained by the absence of tourism governance at regional level, managed by a network of public institutions responsible for tourism synergy between territories, with local support from civil society organisations which need to have a greater say in decision-making. Through this, cultural products accessible all year round could emerge around a common Mediterranean profile which has a greater influence on tour operators.

Recommendations: it would be useful to set up institutions that are specially dedicated to coordinating tourism policies and programmes on a national scale for culture and heritage conservation, with a Destination Management Organisation (DMO) that has the following characteristics: public-private partnership (PPP); income generated by providing tourists with cultural products that need to be focused on conservation and enhancing heritage; management that promotes the choices and directions developed by local stakeholders; a monitoring system that includes sustainable development indicators. Communication on tangible and intangible cultural products needs to target both international and domestic tourists.

- **Poor understanding of the global market:** The Mediterranean's cultural offer is poorly marketed, is often replaced by other products (seaside resorts, shopping, leisure, etc.) and is not sufficiently attractive. A number of smaller, secondary destinations are often blocked by the few, major destinations.

Recommendations: Mediterranean cities need to develop shared offers with international visibility in order to better market products, with a focus on the "cultural experience" that they provide (territorial marketing).

- **Fragility of cultural heritage due to a lack of funding for restoration/conservation:** With the vulgarisation of heritage and its disappearance in favour of projects to modernise historical centres, it is necessary to find the ways to ensure the long-term future of tangible and intangible cultural assets.

  Recommendations: It is important to specify the carrying capacity of cultural sites in advance in order to maintain correct use. Marketing strategies then need to be drawn up so as to secure the financial future of products, while making them viable in terms of sustainable development and cultural quality: taking into account mechanisms for distributing visitor flows according to visitor numbers and seasons, improving the framework of tours (information, creating paths) by drawing on the benefits of the digital era (augmented reality, virtual tours).

- **Haphazard commercialisation of cultural assets:** The desire to attract mass tourism often leads to the phenomena of the expropriation of locals and the gentrification of places with high social value (medinas, historical centres) with the arrival of fake cultural or mass consumer structures (souvenir shops, fast food, etc.). A feeling of "tourist phobia" develops, where tourists are considered to be a threat in these areas.

  Recommendations: It would be useful to implement sustainable development and authenticity standards, including the use of local products and fair trade standards, for example using CSR. Financial incentives need to focus on support for local products.

- **Security risk and lack of market and tourist confidence:** The development of cultural products is widely affected by political instability and conflict, which result in limited possibilities for promotion.

  Recommendations: Work needs to be done to raise awareness and educate residents, tourists, members of civil society and authorities about cultural and religious tolerance in order to develop offers and meet all expectations.

- **Limited cultural management capacities:** Many cities do not have the human capacities required for managing and promoting urban heritage. There are also shortcomings in technical skills for cultural site restoration.

  Recommendations: There needs to be greater support for knowledge sharing and capacity building networks for cultural management and site maintenance. This is also achieved by improving training centres (*better training for educators*) and supporting cultural stakeholders via multimedia communication tools.

WG3: Opening up natural areas to tourism and ensuring conservation

- **Populations and local residents continue to be overlooked.** People living in the natural areas targeted by tourism developers and who depend on their resources are rarely consulted before and during development projects and are sometimes even relocated. They are not informed of potential economic opportunities.

  Recommendations: Involve residents as key project players, in particular using specific rules and legal and political frameworks. Capacity building initiatives and opportunities need to be

strengthened in order to improve their understanding of the issues surrounding projects. Business opportunities (in particular for SMEs) need to be identified and considered, and the relationships between external investors, residents and local businesses need to be strengthened. Special attention needs to be focused on possibilities for including young people.

- **Local governance is problematic:** Inside and around protected areas, the governance of tourism activities and the implementation of protection standards are largely ineffective. This is primarily due to a lack of money for site security, a lack of awareness among residents and local decision-makers with regard to the need to protect natural areas, and a lack of communication between stakeholders working in tourism and those working in environmental preservation.

  Recommendations: A strategy needs to be drawn up for regulating the ecosystem and encouraging profitable tour operators to contribute financially to conserving protected areas. Funding mechanisms, or at least the legal framework for their development, need to be implemented to ensure site surveillance/monitoring activities. Awareness-raising programmes for residents, protected area managers and decision-makers need to help them to understand tourism dynamics and development prospects. The creation of a supervisory committee (with binding legal prerogatives) should also contribute to the viability and monitoring of the integrated and participatory management of projects. At a central/national level, a collaborative approach between the relevant ministries and departments needs to encourage these multi-sector and multi-stakeholder practices.

- **Distorted relationship between mass tourism and nature conservation:** The relationship between natural areas (and the way in which they are or are not protected) and mass tourism is unbalanced as tourists enjoy natural areas but do not really contribute to their conservation and "use" them poorly, and the natural areas are impacted by various pressures.

  Recommendations: It is important to deepen discussion on the co-existence of mass tourism and eco-tourism phenomena, by better considering tourism development at territorial (local) level and limiting tourism as the sole activity in some areas (by seeking to branch out into other economic activities). Territorial development needs to better encourage interactions between coastal and inland tourism, in particular by identifying the sites with a carrying capacity capable of hosting sustainable tourism products (in and around protected areas) in compliance with environmental regulations. To this end, international networks must not be overlooked as they can help regulate visitor flows and the relationships between mass tourism and eco-tourism. In addition to the need to clarify the position between mass vs. eco-tourism, it is also important to provide capacity building for protected area managers in management and surveillance and to increase their financial and institutional resources. All protected areas need to be able to rely on a management plan that includes provisions for tourism management, with financial mechanisms for redirecting tourism revenue into site conservation and local community development. A culture of "social economy" needs to be communicated within protected area management teams. Capacity building also needs to be provided for local guides and tour-operators (awareness-raising and promotion of local initiatives). Cross-industry meetings need to be held regularly between tourism professionals and the managers of protected areas.

- **The value of natural areas is largely ignored by public authorities and administrations:** Whether natural areas are legally protected or not, public bodies have not grasped the factors that make them attractive, in particular, their potential for tourism.

  Recommendations: Raise awareness and communicate on examples of best practices and successful experiences at regional and national level. On an international level, Jordan is a good example, with a master plan that includes protected areas, socio-economic and territorial studies used as a basis for decision-making, and a tourism promotion plan for protected areas and buffer zones. The example of French regional nature parks is also useful and the possibilities for extending/replicating them in other countries need to be assessed. It is essential to coordinate on-the-ground initiatives to give weight to territorial-scale actions that promote tourism and combine economic development with the preservation of natural capital.

- "**The government sees itself as owner of these territories**"

  Recommendations: Strengthen and structure on-the-ground initiatives while raising the awareness of the administration. Encourage public-private partnerships (PPPs) to support these initiatives by taking into account protected areas and their tourism activities in territorial development, and promote partnerships between NGOs, international organisations, development agencies and governments in order to develop sustainable tourism solutions.

- **The private sector, administration and civil society are not used to working together. There is a real cultural barrier that makes it difficult to work together and find common ground.**

  Recommendations: Strengthen cooperative frameworks, increase the number of pilot project experiments and develop PPP strategies within these territories.

- **Economic barriers: free and open access to natural resources has led to operators perceiving any attempt to reduce access as an attack on their freedom**, which is exacerbated by the delay between the implementation of protective measures and the first benefits.

  Recommendations: Raise awareness of the natural capital's economic value and the risks inherent in its destruction; spread best practices and shine a spotlight on cases where the social and economic benefits increased after implementing protective measures; explore possibilities for alternative activities based on local initiatives rather than subsidies in order to reduce the delay in seeing the benefits of conservation; encourage the incorporation of development and environmental protection measures via economic incentives proposed by development agencies, particularly as PPPs.

- **The tourism sector requires a certain level of professionalism** (specifically at local level) in order to meet customer expectations. In this sector, it takes an average of two to seven years to become fully competent in the profession. Not all stakeholders understand this: people without prior experience wishing to re-train in the tourism sector; local authorities looking to support territorial development and nature protection programmes; protected area managers, local tour operators, etc.

Recommendations: Raise the awareness of local stakeholders and authorities with regard to requirements for professional qualifications and customer expectations; encourage public investment in training programmes suited to the context of territorial development, which incorporate aspects concerning environmental protection and sustainable tourism development; at a central/national level, introduce standards and procedures in accordance with international standards for the business environment and training; at territorial/local level, support the access of local populations to training so that they are better able to take part in projects and benefit from economic opportunities.

- **Weakness of research and scientific monitoring:** The environmental status of sites and the socio-economic context are often largely unknown when the decision is made to create a protected area and develop tourism products. Long-term systemic assessments of the social, environmental and economic cost of mass tourism products are rarely carried out.

  Recommendations: Monitoring biodiversity on the basis of an initial study that focuses on all biodiversity hotspots in the Mediterranean (with detailed analysis of tourism); socio-economic studies need to be conducted prior to projects for tourism development and/or protected area creation, and then monitored during and after the projects have been carried out.

- **The legislative and regulatory framework is not always appropriate.** Legal arsenals do not maintain a balance between economic activities and environmental protection, including use of the financial flows generated by economic development for nature protection and promotion of local well-being. Furthermore, regulations do not allow for the creation of PPPs that would help transition from a short-term approach to a long-term vision that takes into account natural capital and local populations as the cornerstones of sustainable development.

  Recommendations: Support countries in consolidating their regulatory framework so that they can better reconcile development and conservation while using sustainable sources of funding.

- **Tourists lack awareness of environmental protection and the social practices in host countries.** They are not informed of the way to behave with the local population, or the behaviour to adopt in order to limit their impacts during their stay.

  Recommendations: Encourage all stakeholders to develop behavioural guidelines for responsible tourism in natural environments, particularly tour operators so that they can raise the awareness of their customers. These approaches also need to include the host populations, in particular within large accommodation sites.

WG4: Structuring territories and tourist destinations

Difficulties identified:

- Many divisions with a **pyramidal planning system, centralised internationally and organised in an "extraneous" manner by Northern countries**, which does not meet local needs and leads to an increasing number of disorganised and individual local initiatives.

- **Disciplinary, professional and institutional separation**, with divisions between tourism stakeholders (major tour operators), territorial economic stakeholders (who operate in a vacuum), and public policies which are not integrated.

- **Difficulty thinking at the right scale (local)** for development strategies, basing them on well-defined territorial administrations with good financial capacities and the support of local populations.

- **Sustainable tourism project leaders are isolated:** There is a real need for information, capacity building and greater professionalism and training. Without an economic model providing them with their own income, they remain overly dependent on external subsidies.

- **Almost no territorial governance tools**, with stakeholders who are not sufficiently prepared to consult on the strategy to be adopted. Citizens do not feel particularly affected.

- **Insufficient networking of the various sustainable tourism initiatives and experiments**, which are poorly accredited with limited communication, and thereby destined to have only limited impacts.

Recommendations:

- In order to create a **territorial tourism development strategy based on integrated territorial projects**, it is important to differentiate between niche and mass tourism, by considering the transition of the latter to the former. Territorial strategies need to take into account the fact that tourism alone cannot be considered a driver of sustainable development.

- In addition to conventional tourism that needs to undergo a transition, **there are opportunities for developing a domestic tourism sector**, without restricting it to a compensatory function, using distribution initiatives that are better suited to local requirements in order to boost territorial economies. Furthermore, local cultural tourism between neighbouring countries is emerging as the tourism market transitions, bringing neighbour States closer together (e.g. Tunisia and Algeria).

- **Implement local bodies equivalent to clusters that would be responsible for developing and structuring tourism projects integrated into a sustainable territorial development dynamic.** Management will need to be entrusted to territorial institutions using appropriate governance methods. Their mission will be to define and coordinate sustainable territorial development strategy taking into account tourism and other activities, by coordinating the relevant stakeholders in order to develop collective projects. These clusters could be based on real country charters with a unique territorial identity, in addition to the shared "Mediterranean sustainable tourism" certification.

- **Give territorial development stakeholders the resources to become qualified** and improve their skills through support mechanisms. Territories need to decide their own destiny and have greater control over the overall value chain.

- **Reform the funding system managed by financial institutions** (which are too far removed from local requirements) and **create a fund** that could support local actions and offer funding for micro-projects.

- **Share and communicate this new sustainable territorial development structure which incorporates tourism** using a white paper available at various platforms (trade shows, conferences, etc.).

WG5: From a project approach to public policies for tourism

In the Mediterranean, particularly in Southern and Eastern countries, tourism development projects have been designed, developed and implemented according to short-term financial profitability and economic viability goals, directly associated with the project itself, without sufficiently taking into account the human, political and environmental context in which they are intended to operate. However, tourism is a complex industry with a widespread and vast value chain that operates in multiple economic, natural and social ecosystems at various territorial and time scales. Projects that do not undergo more comprehensive analysis run the risk of remaining extraneous initiatives which are difficult to assess and replicate, thereby reducing their real contribution to local development.

It is therefore necessary to place these projects within public policies that offer an institutional framework and encourage the sustainable development of the industry and associated sectors, using a cross-sector approach in line with major national and international priorities for economic, social, territorial and environmental issues. But how do we develop high-quality public policies that take into account global challenges such as fighting climate change, reducing North-South inequalities or sustainable development goals, in addition to local challenges associated with income distribution, social cohesion, the creation of meaningful employment, good governance and resilience to internal or external upheavals?

Difficulties identified:

- **Incomplete monitoring indicators** with economic objectives (turnover, profitability, etc.) or business objectives (number of overnight stays, visitors, etc.) which are quantitative rather than qualitative (social impact, etc.) and also insufficiently coordinated at regional level.

- **Time lag** between the strategies (long term), policies (medium term) and projects (short term) in a context of great instability and economic and social uncertainty.

- **Difficulty detecting**, supporting and implementing "on-the-ground" initiatives on a smaller scale with higher added value.

- **Complexity and diversity of stakeholders**, who are spread over time and space, making it harder to identify them and preventing effective dialogue between stakeholders in the sector.

- **Emergence of new types of stakeholders** (informal or unclear stakeholders), associated with the collaborative and participatory economy (e.g. airbnb).

- **Poor institutional coordination**, particularly between public bodies (ministries, regions, municipalities, etc.), with limited technical and political capacities.

- **Little capitalisation on successful (or failed) projects** and no feedback to draw up or improve public policies.

- **Lack of awareness and understanding** on the part of stakeholders and the population to take into account (local/global) challenges and activate leverage for actions that contribute to sustainable development.

- **No clear and consensus-driven definitions** of the concepts of tourism and sustainable development at regional, national and local levels.

- **Little coordination and consistency** with international commitments (UNFCCC, CBD, SDGs, etc.) or national commitments (sustainable development strategy, Agenda 21, etc.).

- **Inertia from stakeholders**, who are resistant to change and innovation.

- **Variety and complexity of tourism products** (cruises, 3S Sea-Sand-Sun, eco-tourism) with a widespread and vast value chain that makes it more difficult to implement simple, effective and coherent public policies.

- **Lack of a regional strategy** for sustainable tourism, preventing the development of national and local-level public policies.

Recommendations:

- **Roll out a common vision at territorial level** by developing national and territorial/local strategies, with relevant, standardised and shared indicators.

- **Implement sectoral strategies and policies** (transport, accommodation, energy, water, waste, etc.) to help territories structure themselves and assess the contribution of tourism to their sustainable development.

- **Include within tourism policies international and national commitments** regarding climate change, the SDGs and the Barcelona Convention (MSSD, Sustainable Consumption and Production).

- **Incorporate the ideas and work** of intergovernmental institutions such as UNWTO (sustainable tourism working group), OECD (peer-review, annual reports on tourism), UNEP and OECD (analysis of tourism policies), UNEP and UNWTO (development of sustainable tourism strategies).

- **Assess funding mechanisms** for tourism projects, for example, by implementing a study followed by a regional workshop to capitalise on feedback.

- **Involve all stakeholders in the chain**, in particular those involved in governance, the management of natural and financial resources and regulation of the sector, for example through DMOs or PPPs, etc.

- **Promote political leadership** through inter-ministerial coordination managed at the highest level (president, head of government).

- **Promote corporate social responsibility (CSR) mechanisms** for major private operators and national and international investors.

- **Educate and train visitors and the local population** on the concepts of tourism and sustainable development.

- **Identify, communicate and replicate innovative local initiatives** via technical or financial support mechanisms (e.g. seed funds).

- **Promote the identification and visibility of suppliers of sustainable tourism products:** combination of classifications, standardisation, quality labels (EDILE, ISO, etc.), private certifications (Earth Check, etc.) and visitor assessment (tripadvisor, etc.).

- **Awareness raising and skills development** for the sector's stakeholders by implementing awareness-raising campaigns and training and research programmes that bring together the public and private sectors.

- **Support feedback from innovative projects** with the implementation of communities of practices and panels of experts in order to improve public policies.

- **Define a regional framework** by drawing up a Mediterranean Strategy for Sustainable Tourism (MSST), a sectoral offshoot of the Barcelona Convention's Mediterranean Strategy for Sustainable Development (MSSD 2016-2025).

Conclusion

This workshop confirmed that there is significant interest in the challenges associated with the Mediterranean tourism sector. The three phases (introductory speech, panel of key stakeholders, working groups) initiated reflection and organised discussions where everyone could express themselves in order to agree on a common vision of tourism in the region and reach a consensus on the main actions to be recommended.

In particular, the workshop demonstrated that tourism is not a turnkey tool that public managers can use to automatically and simultaneously generate cash flows, develop efficient infrastructure for networks and services, and promote an attractive brand image and sustainable employment. This activity affects many sectors, but needs to find its place and develop within an "ecosystem" of policies, rules, initiatives and stakeholders in order to live up to its full potential, with a structural focus on sustainable development processes: sustainable consumption and production, circular economy, capacity building in decision-making for local operators, "fair price" of rare resources, precise methods for the payment of ecosystem services, performance and use of impact and reversibility studies during the design and operation phases, development of synergies and clusters for territorial stakeholders, etc. The participants also recognised the need to act on consumers, the tourists themselves, who are a key part of the solution for limiting the impacts on climate, and generally, for making tourism a real driver of territorial development. Finally, development institutions will have the dual role of supporting national and local authorities in drawing up and implementing their tourism policies, and of funding projects that serve as examples of the reconfiguration of the seaside resort model and the diversification of products.

All documents distributed and produced at this workshop are available at the following address: http://planbleu.org/en/event/workshop-tourism-and-sustainable-development