

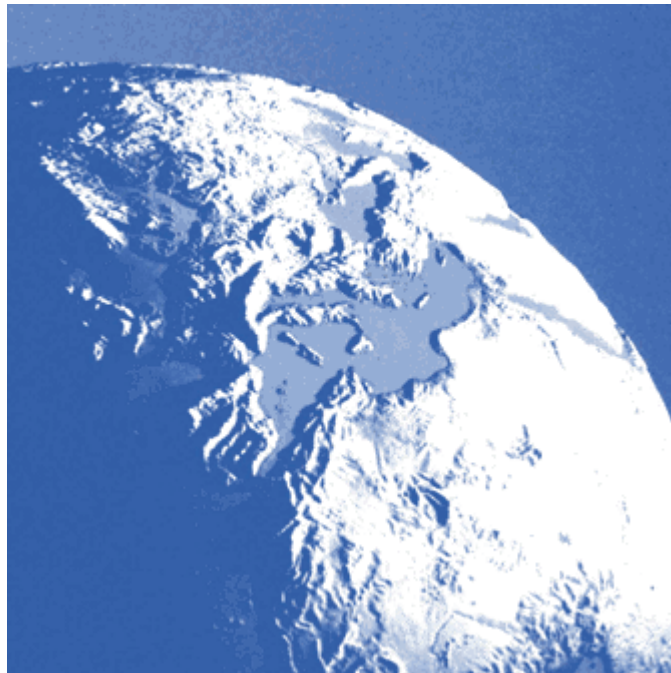


TOURISM AND SUSTAINABLE DEVELOPMENT IN THE MEDITERRANEAN

Experts group meeting

Sophia-Antipolis, 24-25 March 2006

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**Plan Bleu
Regional Activity
Centre**

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Introduction

Tourism specialists from twelve Mediterranean countries, as well as representatives of international institutions (Cf. Appendix 1: List of participants), met in Sophia Antipolis on the 24th and 25th March 2006, on the invitation of Plan Bleu.

The purpose of the meeting was to discuss among specialists the stakes of the work programme of the Mediterranean Commission on Sustainable Development (MCSD) in the sector of tourism from 2006 to 2008, notably with regard to regional cooperation. The presence of several international organisations gave the opportunity to have exchanges about the possible synergies during the implementing of this future work programme (Cf. Appendix 2: Agenda).

The reference documents for this meeting were:

- The recommendations and proposals for actions within the field of tourism and sustainable development formulated by the MCSD and adopted by the Contracting parties to the Barcelona Convention (Malta 1999);
- The Mediterranean Strategy for Sustainable Development (tourism section) adopted by the Contracting parties in November 2005;
- The summary concerning the feasibility of the concrete, operational implementing of a Mediterranean cooperation mechanism in the field of tourism.

These minutes are a summary of the interventions and debates and state the conclusions of the meeting.

Plan Bleu's activities in the field of tourism

In a first stage (1980, 1989-1995), Plan Bleu's work in the field of tourism contributed to making people more aware the importance of the phenomenon of tourism in the Mediterranean countries and to exploring the future possibilities with scenarios that permitted the quantifying of the different types of impact. This work resulted in the publication of the report "Futures for the Mediterranean Basin. The Blue Plan" in 1989 presenting 5 global regional scenarios. The "tourism" scenarios were updated in 1995.

Since 1996, Plan Bleu has acted such as a support centre for the MCSD with the theme "Tourism and Sustainable Development in the Mediterranean". In this context, a regional workshop (17-19 September, Antalya, Turkey 1998) mobilised the main players concerned, promoted experience exchange based on case studies and then allowed the formulation of recommendations and proposals for actions which were adopted by the Contracting parties to the Barcelona Convention (Malta 1999).

These recommendations articulate around three axes (controlling impact on the environment, promoting tourism as a factor in sustainable development, developing Mediterranean cooperation) and propose a number of actions.

The latter includes the elaboration and dissemination of practical reference documents. In this context Blue Plan drew up a document entitled "Dossier on tourism and sustainable development in the Mediterranean"¹, designed with the help of and contributions from a team of Mediterranean experts who met together in 2002 and in 2004.

¹ MAP Technical Reports Series N° 159, UNEP/MAP, Athens 2005

Besides this, in the new Blue Plan report², tourism appears as a transversal problem present throughout the document, especially in the chapters concerning specific topics (water, transport, urban areas, rural areas, and coastline).

Role of the other international bodies in the field of tourism

World Tourism Organisation (WTO / OMT)

The Mediterranean is not a specific region for the WTO / OMT. It overlaps several regions (Europe, Africa, Middle East), which makes it difficult to give very precise figures for this region. The number of international tourists in the Mediterranean can, nevertheless, be estimated at about 235 million. Moreover, the extent of national tourism in the neighbouring countries is also not negligible.

The following activities of the WTO / OMT interest especially the Mediterranean region:

- Policies and instruments for the development of sustainable tourism:
 - The book « Making tourism more sustainable: a Guide for policy makers »,
 - Instruments: measurements (indicators, carrying capacity), command and control (legislation, regulations / land use), economics (taxes, subsidies), voluntary initiatives (behaviour codes, certification, voluntary contributions), support (setting up and managing of facilities, strengthening of capacities, marketing and information services).
- Sustainability indicators in the tourist destinations: WTO / OMT Guide (2004).
- Tourism and climate change:
 - in 2003, 1st conference on the theme of tourism and climate change in Djerba (Tunisia);
 - Djerba declaration: reduction of greenhouse gases and management of the effects of climate change by the tourism sector.
- Making tourists aware of their responsibility:
 - Advice based on the worldwide ethical Code for tourism (distribution in five languages: French, English, Spanish, Arabic and Russian) .
- Strengthening of the competence of the national tourist authorities: technical cooperation in the Mediterranean countries.

United Nations Educational, Scientific and Cultural Organisation - UNESCO

UNESCO does not have a programme that is specifically dedicated to tourism, but it deals with this subject in a transversal way via various programmes concerning education, culture, science and communication. UNESCO attaches importance to the promoting of sustainable tourism aimed at reducing poverty. This Organisation operates with the support of a network of national committees and of partnerships with both public institutions and private partners. It works in close collaboration with the United Nations Environmental Programme, too. Its scope of intervention includes both policies and fieldwork.

The main programmes concerned by tourism are:

- The “Man and Biosphere” (MAB) programme, an intergovernmental programme relying on regional networks such as EuroMAB and ArabMAB. Biosphere reserves, in their role of sustainable development of protected areas and of logistical support for research, education and communication, could integrate tourism in their peripheral areas.
- The « World Heritage » programme that classifies natural and cultural sites as well as landscapes.

² Benoit G., Comeau A. (eds). *A Sustainable Future for the Mediterranean: The Blue Plan's Environment and Development Outlook*. Earthscan, 2005.

UNESCO is also a member of « Conservation Finance Alliance » (CFA) whose vocation is to distribute technical information on the possible funding sources for the conservation of biodiversity, focused especially on the management of protected areas. The CFA has published the “Guide for the financial mechanisms of conservation” that includes a chapter on tourist royalties/taxes.

The United Nations Environment Programme – Division of Technology, Industry and Economics (UNEP DTIE)

The purpose of the UNEP DTIE mandate in the field of tourism is to promote sustainable tourism production so that industrialists in this field, as well as the consumers, can integrate the principles of sustainable development.

This mandate can be divided into three main fields of action:

- Improving knowledge about sustainable tourism;
- Giving leeway for innovation in sustainable tourism;
- Working on specific sites case by case, especially on climate, biodiversity and water supply.

Actions in several fields have developed in recent years: principles and codes (directives of the Convention on Biological Diversity), joint initiatives (*Tour Operators' Initiative*), technical information (energy, waste, ecological impact of tourism, etc.), strengthening of competence and awareness-raising (international year for ecotourism, international initiatives concerning coral reefs), demonstration projects (in worldwide heritage sites), and so on.

Priority Actions Programme Regional Activity Centre (PAP/RAC)

PAP/RAC is part of the Mediterranean Action Plan (MAP) and is well-known for its expertise in Integrated Coastal Area Management (ICAM). The main activities of PAP/RAC are the development of methods and tools for ICAM, the implementing of field projects, training and disseminating of information.

The major achievements of PAP/RAC in terms of ICAM materialised with the publication of the « *White Paper: Coastal zone management in the Mediterranean* » (2001) and the designing of a project for the « *Protocol on integrated management of Mediterranean coastal areas* ». If this protocol is ratified, it will constitute important progress in the control of these areas.

PAP/RAC has developed expertise in the carrying capacity assessment in the tourist sector to be used as a tool to calculate the impact of tourism on the environment. It is a management concept that is used more and more as an operational tool integrated in the process of coastal area management. This tool is efficient but it should be adapted to the level of maturity of the territories in terms of tourism development.

« 100 Historic Sites in the Mediterranean »

Set up in 1989 in the framework of MAP, this programme has a vocation to identify and to protect at least 100 historic sites on the Mediterranean coastline, the list of which was principally established by UNESCO and the IUCN. Twelve of these sites are also listed as worldwide human heritage. The “100 Sites” programme was mandated by UNESCO in 1990 to ensure monitoring.

Currently, there is reorienting towards issues concerning social, negotiated management of the sites, aimed at integrating the heritage in the economic life by emphasising problems concerned with urbanisation and tourist attendance at the sites. The programme should change its name to “Cultural heritage and sustainable development”. It enjoys an archaeological service and provides advice on architecture as well as the training of guide-lecturers.

Part 1: Mediterranean regional cooperation in the sector of tourism

Blue Plan's mandate

Blue Plan's regional activity centre received a mandate from the Contracting parties to the Barcelona Convention to carry out a feasibility study to implement concrete, operational processes for regional cooperation on the theme of "Tourism and Sustainable Development".

In the context of this mandate, Blue Plan entrusted Patrice de Monbrison-Fouchère with a study of the possible methods for this type of regional cooperation mechanism. This assignment led to the idea of organising technical meetings, the frequency of which still has to be defined, that gather together the concerned parties, both public and private, national and local, around a mobilising theme looked at from all angles (Cf. "Pre-feasibility study of a regional cooperation mechanism in the Mediterranean for tourism and sustainable development" in Appendix 3).

In a pre-feasibility stage, Plan Bleu organised the consulting of a group of experts on the pertinence and feasibility of such a project.

The stakes of Mediterranean cooperation

The experts' debate highlighted the following points:

1/ There is no real cooperation structure for Mediterranean tourism

Examples of cooperation are mainly bilateral ones (e.g. France-Tunisia). Compared to other fields like water management, Mediterranean regional cooperation is little developed in tourism. Yet, the latter has its founding texts: Hyeres Euro-Mediterranean declaration on tourism and sustainable development (1993), MED21 Agenda, charter for Mediterranean tourism (Casablanca 1995), Calvia declaration (1997), MCSD recommendations (1999). All these texts affirm the need to strengthen regional initiatives. The experience of the Euro-Mediterranean Tourism Organisation (1996) demonstrated the difficulties of implementing initiatives at government level. This implies the setting up of mechanisms based on other ways of working (technical cooperation, decentralised cooperation, and so on).

2/ Cooperation has to integrate all those involved in the tourist system

The tourist system is complex and includes the international institutions, the States, the regions, the local authorities, private operators, consumers and the inhabitants of the tourist destinations. Cooperation that integrates all those concerned from both the public and private sectors should, therefore, be implemented.

Scientific cooperation is possible with international institutions. This level of implementation is probably the easiest to carry out as these organisations are already integrated in cooperation mechanisms.

Tourism is closely linked to the concept of territory. It is, therefore, essential to set up strong cooperation between the territorial players. This type of cooperation should operate between States, regions and local authorities.

Private operators play an essential role in the implementing of the tourist economy. These economic players, in particular the multinationals that are often powerful, should be invited to participate in the cooperation process in order for it to benefit from all the chances of success.

There is often a gap between market demands and the public institutions' desire to control, especially in the north. In this way, certification is not really required by the market (offer as well as demand). This

observation militates in favour of better integration of private operators and for the taking into consideration of consumers in future cooperation initiatives.

It should be noted that usually it is the local communities that have the least power to influence tourist economy, while it is the former that experience the most the positive and/or negative effects. It is therefore interesting to reflect about how to integrate them in the cooperation projects.

3/ The diversity of the levels of tourism development is an obstacle to cooperation but makes it necessary

Cooperation is difficult because of the differences between the coastal areas and between the Mediterranean countries. The destinations have different problems dependent on their level of tourist maturity. The mature areas emphasise environmental quality so as to be more competitive, while the primary objective of the emerging areas is growth and so they play on the fact that they offer less saturated, cheaper space to remain competitive.

Besides this, there are North/South difficulties especially to finance projects on the south and east coasts (at European level only the instrument LIFE permits this). North/South technical cooperation has, therefore, to be developed but also South/South cooperation. Indeed, many countries do not have the necessary expertise to develop sustainable tourism. They need to share good or bad experience, to work on practical aspects and on the implementing of recommendations. As tourism is sometimes considered as predatory, this cooperation could help the emerging destinations to avoid some errors thanks to the experience of the mature destinations.

4/ To render this cooperation possible, competition between destinations should be put aside in order to find mutual interests

In certain cases, competition between destinations seems to be an obstacle to setting up real cooperation. This competition is real (similar products, similar markets). This causes a levelling down of seaside products and standards that are more commercial and, thus, in the interest of tour operators and travel agents. Yet, this type of competition could be positive and constructive for everyone if service quality, and not product prices, differentiated the tourist areas.

Even if cooperation is difficult from the economic point of view, it can be promoted with the purpose of developing sustainable tourism. In this case, it is essential to identify common points of interest that will allow the destinations to get on together and to leave behind reticence due to competition.

Among the preoccupations shared by all the Mediterranean countries, the problems of environmental sustainability are of prime importance (water resources, waste and waste water management, marine pollution, loss of biodiversity, etc.). Cooperation in these fields offers an interesting framework to assess policies and the contribution of tourism to the sustainable development of the destinations.

Cooperation can also be considered as necessary from the point of view of the promotion of the "Mediterranean" as a destination, compared to other tourist destinations throughout the world. The Mediterranean as a destination seems to be becoming less competitive. The Mediterranean countries want to maintain their position compared to the Caribbean or to Asia. The mutual concern of all of the Mediterranean countries could be to conserve and to strengthen the image of the Mediterranean region where environmental quality and the quality of life would be a trump card and a "joint asset".

However, the question of whether or not it is desirable to increase the market share of the Mediterranean worldwide should be asked, in order to avoid the risk of going towards more saturation and building-up of the coastline or to judge whether it is still possible to increase the market share while

improving sustainability at the same time. It would, therefore, be better to define the real objectives of cooperation beforehand.

5/ It is important to define concrete objectives

There is general consensus about the necessity for regional cooperation but it would be necessary to agree on the objectives to set for this cooperation. These objectives have to be shared by everyone around common values such as environmental quality, the quality of life and service quality in order to have a "Mediterranean" destination that is rich in diversity.

This cooperation should then be based on the technical aspects (methods and tools: how to achieve it) and also on the sharing of experience with destinations of similar maturity but also with countries at different levels of tourist development.

Pertinence and feasibility of a recurrent regional event for tourism and sustainable development

A. From the point of view of the philosophy and the contents

Wide consensus has developed about the proposition for "Mediterranean Meetings" (Cf. Appendix 3) on condition that they integrate the following points:

1/ An approach for permanent cooperation

The "Mediterranean Meetings" should not be designed and set up as isolated events but rather as a step towards permanent cooperation including:

- An annual event of 2 or 3 days to meet, learn to know one another, exchange points of view, experience and methods;
- A complete « preparation » and « fertilisation » phase, throughout the year, implementing all the public and private players concerned.

2/ The theme « Sustainable tourist destination »

The permanent, central theme "sustainable tourist destination" was chosen as the best theme because the "tourist destination" is indeed the convergence point of all the private and public players concerned. Besides this, it is the focal point of all the economic, social and environmental problems and is, therefore, a theme that permits a transversal, integrative approach. It is important to clarify that the sustainable development of tourism is not the issue in question here, but rather tourism as a vector for the sustainable development of the territory.

3/ Concrete, technical subjects

The subjects discussed in the context of the "Mediterranean Meetings" have to be both concrete and technical and to be organised around each stage of conception, development, promotion and management of a "tourist destination". This way of working should help to avoid sectional approaches: water, transport, energy, and so on. On the other hand, each of these aspects should be integrated at each stage of the creation of a tourist area.

4/ The problems of organising and developing tourist areas

The problems raised are more often questions about organising and developing tourist areas rather than questions about starting up and marketing the tourist products. These problems are more medium to long term ones. They are concrete ones and should be examined by all the public and private players.

5/ The initial preparatory phase

The initial preparatory phase for the “Mediterranean Meetings” should, among others, include:

- Work based on reflection, study and research and development (international institutions, universities, researchers, etc.);
- Work for the identification of “good practices” (territorial authorities, networks, etc.);
- Preparatory conferences in each country wishing to participate in the “Meetings”.

6/ The central objective

The central objective of these « Meetings » could be described as follows: by using the recommendations of the MCSD as a base, work on “how to do” in order to develop, exchange and distribute tool boxes.

B. From the point of view of practical feasibility

The organisation of this event still has to be specified according to the frame proposed below.

1/ Fixed place or itinerant event

The choice has not been made but the following arguments were proposed:

Fixed place	Itinerant event
<ul style="list-style-type: none"> • Lighter logistics • Efficacy of organisation • Commitment of one country • Financial guarantees • More legible image • One country needs to volunteer 	<ul style="list-style-type: none"> • Encourages cooperation, sharing • Improves participation: motivation of participants and proximity for countries that are not well-off • Allows the participants to see a large number of countries/regions • The countries will be more ready to take charge of the organisation if it becomes an important event

2/ An annual event is preferable

The solution of a biennial event was suggested as a way of lightening the organisation of the event and making it more attractive in terms of participation. Nevertheless, it was pointed out that this could be insufficient to maintain work dynamics between two sessions. An annual event would seem, therefore, to be preferable.

3/ A permanent secretariat is indispensable

This role could be held by Blue Plan initially (provided that this role is appropriate to Blue Plan’s mandate and provided that this assignment is financed). Once the lessons have been learnt from the first event, consideration of a permanent secretariat that would have the role of « guardian », of memory and of coordination, should be made. Possible ways to finance this should be considered.

4/ Technical positioning to be affirmed

It would be a technical event but would be followed up with action. It is not merely the organising of a congress or a commercial event. It could also play a role of awareness-raising around the theme of sustainable tourism.

Participation in the event would, therefore, be open, while at the same time targeting technicians and public or private decision-makers. Depending on the number of participants, a limited event could be envisaged aimed mainly at decision-makers (heads of ministries, large investors, and so on), or an event open to all those involved in tourism, with an objective of more finely-tuned awareness-raising and training.

5/ Entrance fees that would be adjusted according to the contents

The entrance fee would depend on the contents and on the contributors. A high entrance fee could only be justified if “VIPs” were present and if the scientific contents were of a high level. In any case, an entrance fee would give the event a more technical character and would limit the number of participants in favour of greater productivity.

Plenary sessions with free access could be proposed, with the aim of awareness-raising, as well as fee-paying technical workshops that would be accessible by prior enrolment. In that way workshops could be numerous in order to encourage a wide variety of participants who would choose workshops according to their expectations.

The possibility of differentiating the prices according to the means of the countries or the types of participants was raised but not debated.

6/ Shared financing by the host country and the participants

Many types of financing are possible, among which the following were suggested:

- The host country could finance the logistics and the scientific content, and recuperate part of the outlay with the entrance fees. Depending on the countries, this would be a central or regional financing. However, the financing of the scientific contents could be made by partnerships with institutions.
- The participants would pay for transport, accommodation and meals.
- It would be better to organise the event in the low season so as to benefit from lower prices for transport and accommodation.
- Each country might decide to bear the costs of the participation of their citizens.

7/ Sponsoring could be applied for carefully so as not to alter the image of this event

The idea of having the entire event sponsored by large private organisations seems interesting in terms of financing but carefulness would be required to avoid altering the image of the event. It would be relevant to find national or international institutions as partners to finance the organisation and the contents. Besides this, in order to finance its own participants (transport, accommodation, etc.), each country could contact its own operators in order to obtain sponsoring.

8/ The first edition will be determining

The first event should create a strong impact so as to motivate the organising country(ies), to attract participants and sponsors and to receive the support of the decision-making authorities.

The first edition could take place in 2008. For practical reasons and given its experience in this field, experts esteem that France could be a legitimate candidate for this organisation. However, a destination in full development in the south or east of the Mediterranean region would perhaps correspond better to MAP / Blue Plan's vocation; in this case, bilateral organisation of the event could be considered.

9/ The creation of an observatory for tourism and sustainable development in the Mediterranean

The creation of an observatory arouses a lot of interest but under certain conditions. It would be a light facility that would serve as a platform for all of the countries between two meetings. Its vocation would be to gather together all the existing work of various bodies rather than producing the statistics themselves (to avoid competition with existing bodies). More than supplying data, it could answer questions. It would not focus solely on international tourism but would also be concerned with domestic tourism. It could be considered in a second stage, as the evolution of the permanent secretariat progresses.

All of the debates on the theme of "Mediterranean Meetings" as cooperation mechanisms have led to unanimous conclusion on the following converging points:

- The "Mediterranean Meetings" project, as reviewed and corrected by the experts, is a good one;
- This project answers the demand for the development of a cooperation mechanism;
- It is the climax of continuous work of the research and development type by university and institutional teams;

- It is an ambitious project that is both heavy and complex and could only be implemented successfully on the following main conditions:
 - With the endorsement of the MAP,
 - With the backing of international institutions,
 - Be supported and organised by a powerful player (country, national capital or regional capital),
 - Focus on the theme of “sustainable future tourist destination”,
 - Deal with technical, operational subjects,
 - Be of a recurrent nature (preferably annual),
 - Not lose its central vocation, i.e. the contribution of tourism to sustainable development,
 - Have a permanent “guardian” secretariat that could be Blue Plan and which would be financed.

Part 2: Evolution of tourism policies and implementing of the recommendations of the MCSD

Blue Plan’s mandate

Blue Plan’s mandate (Contracting parties, 2005) consists in organising the work to measure the progress made in the field of tourism since the MCSD recommendations (1999), to identify good practices and to make a complete report by 2008 of the progress made.

To improve knowledge of Mediterranean tourism, knowledge of policies is the logical follow up to Blue Plan’s previous work. However, evolution in tourist policies is very badly known. In order to be able to make the full report on progress towards sustainable development in the tourist sector (in 2008), this gap has to be filled and tools necessary to do it have to be put in place.

The recommendations of the MCSD on tourism as a study framework

The objective of this meeting was to define a method to analyse the policies. The questions raised are the following:

- Is there really a public tourism policy? At central level? At a decentralised level?
- If there are no policies, why?
- Can recent, significant trends be identified?
- How can a policy be decoded and analysed? By the structures put in place? By strategic plans? By institutional and regulatory evolution? By the reality of action undertaken?

The aim and framework of this analysis should be a follow up to the implementing of the MCSD recommendations for tourism:

- Have the recommendations been taken into account in the national strategies? In the local strategies? In good practices?
- Are the findings positive or negative?
- Have the MCSD recommendations played a role as a benchmark? As an awareness-raiser? As a lever?
- What have been the setbacks? Political problems? Financial problems? Method and engineering problems? Relay and project leader problems?
- Finally, how can the impact of these recommendations be identified and measured?

The work method proposed consists in asking the countries to answer a questionnaire on their tourist policies: the institutional and regulatory organisation, activities and good practices.

Recent evolution in policies and study priorities

The experts' debates have highlighted what is understood by "public policies" and the main evolution observed. "Public policy" refers to the more or less coherent entity made up of:

- A strategy with more or less explicit objectives,
- An institutional and regulatory organisation,
- Action.

To the question "Is there a public policy for sustainable tourism?", the answer is affirmative for the most part, but the situations are different from one country to the next.

1/ Existing or scattered tourist policies

Beyond public policies for tourism, it is important to look at other external factors that could have an impact on tourist development. In some countries, such as France and Italy, there is no real tourist policy in its own right, but there is a series of policies (town-planning, land use, transport, environment, and so on) that have an impact on tourism. Even when there is a tourist policy, the latter can be strongly influenced by other interests, mainly economic and political ones. It is, therefore, necessary to analyse all the policies that could influence tourism.

2/ Little formalising of sustainable tourism policies

When there is a public policy for tourism, it often concerns planning in the hotel and catering area (creation, rehabilitation, etc.) but there are few integrated or joint approaches. There is obvious reluctance to write down and publicise sustainable tourism policies, as that would imply a commitment. Because of this, when policies are carried out in the direction of sustainable development, they are not often written down and are, therefore, difficult to check.

3/ The role of the State is less and less perceptive

The general trend is towards less involvement of the State. This could mean the privatising of tourism assets. In several countries, such as Greece and Algeria, the States, which were traditionally involved in tourism, are selling the public operators little by little. In the north, there is an increase in the power of local or regional decision-making, with the State keeping mainly its role as a promoter of the national destination.

In the countries that have set up strong, centralised conservation policies on their coastlines, the relative efficiency in terms of the protection of the coastline faced with more and more concrete and an increase in building up can be observed. Decentralising is in this matter both an opportunity (partnerships, joint efforts) and a risk (urbanising). For the States, the transition from decision-making that is primarily regulatory to an incentive mode poses problems for control and adaptation of work methods.

4/ A reaction policy rather than an anticipatory one

Generally, it is negative experience of mass tourism or of anarchical tourist development that leads States and populations to reconsider their position with regard to tourism and to become involved in a more integrated approach. In other words, it is only when matters become critical that measures are taken. It is important to note the different paces of tourist development in the Mediterranean countries. The question of the speed of the evolution noticed is central to the issue of studying the possibilities for the public authorities to control these phenomena.

That is why it would seem that emerging destinations should define real sustainable tourism policies as a priority in order to anticipate evolution, because the essential irreversible impact – urbanisation – is going to happen. In this case, can the experience of the mature destinations really be transferred to the young destinations? Can these mature destinations really testify to good practices? What are the tourist policies that are the most adapted to emerging destinations? It would seem reasonable to use experience as a support to invent new ways for more sustainable tourist development.

5/ Hinterland: spared for the moment but vulnerable

In most of the countries there is a lot of consideration concerning pressure on the coastline. But the problem of pressure also exists in the hinterland. Nowadays, pressure is more controlled in the coastal areas, helping to promote more controlled and better thought out development, as in France. The latter could be a solution to limit the pressure on the coastline and to develop good practices for sustainable tourism.

But the risk of carrying this pressure inland is real, especially on the islands and the repercussions of limiting coastal development are to be anticipated. This could lead to speculation rather than to a policy of sustainable tourism, as is the case in Malta.

6/ Insufficient social concern

If there has been a lot of consideration about the environment and about the protection of natural areas, often the social repercussions of tourist development are forgotten. This could induce a refusal of tourism by society and especially by the youth.

7/ The problems of land and real estate constructions on the coast are not solved

The problems of real estate property, as well as land stakes are great in all the countries. Obviously, it is possible to carry out valid tourist development without selling land to the extent that the investors are not necessarily interested in owning the property. But, in reality, real estate (hotels and holiday homes) and the speculation associated with this govern tourist development along the coast. Besides this, the controlling of land by the local authorities does not necessarily protect land from being constructed.

Strong conservation policies would be needed to protect the coastline from construction but they could be challenged by economic interests and policies (liberalisation, the private interests of those elected and of operators, and so on.). The experience of mature destinations has shown that the link between strategic tourist strategies and spatial planning is not always efficient. Failures noticed have sometimes led to the setting up of specific land tools: Coastline Conservatory in France, etc. The problem is particularly worrying when good quality agricultural land is at stake when construction is not controlled.

Policy analysis methods: questionnaire and other possible tools

Tourism is a complex system of public and private players, even more complex because it crosses many fields of activity and application. When it is looked at from the point of view of sustainable development, this system becomes particularly difficult to analyse. That is why it seems indispensable to possess tools to analyse public policies and their adequacy for the MCSD recommendations. Moreover, it would seem judicious to plan specific tools for the younger and semi-mature destinations.

Main work principles to design an analysis grid

It would seem necessary to design an analysis grid to identify the key points, the indicators and the evolution of the types of development. A number of main principles were chosen to establish this grid:

- Work on the three dimensions of sustainable development – economic, social and environmental – and not only on the latter. This implies asking oneself about the spin-off of all types from tourism on the territory (land, water, biodiversity, etc.).
- Combine quantitative approaches with qualitative ones.

- Identify external factors, which are often more important than tourist policies. These external factors can be the commercial sector or other public policies (agriculture, industry, land use, transport, the environment, and so on) to the extent that they can have considerable impact on tourist development.
- Analyse the decision-making structures as well as the implementing ones. Indeed, sometimes the application of directives at local level can pose problems, especially if the central decisions conflict with personal interests. It is, therefore, desirable to carry out analysis at two levels:
 - At central level, macro policy (the country), where evolution should be studied with regard to the recommendations for sustainable development,
 - At the destination itself and at the implementing level, i.e. the operational level that could depend on several administrative units, where the elements to appreciate the contribution of tourism to sustainable development (progress and failure) should be identified.

The questionnaire, the central analysis tool

The questionnaire is considered by everyone as a good tool, the main one to be implemented.

According to the experience of the WTO/OMT and other institutions, a questionnaire is often difficult to fill in, even if it is useful. It is, therefore, necessary to find the means to make it more accessible.

The situations can be very different from one country to the next. The questionnaire has, therefore, to be sufficiently supple and complete to take all the cases into account. A language problem could also arise and for this vigilance is necessary to avoid distorting or losing information.

The expert's role in the filling in of the questionnaire: coordination, assistance and analysis

It is desirable for an expert to be chosen by each country to play the role of coordinator for the filling in of the questionnaire, and for the collection and analysis of data.

His role would be that of a facilitator: he would help to organise the collection of information from the administrative services and ensure the quality of this data; he would follow up and assist the contributors; he could also check the quality of the English or the French (Blue Plan's two official languages). In order to fulfil these roles, this expert needs to have the questionnaire and also the terms of reference of the report supplied in order to set up, if need be, the tools necessary to obtain the expected result.

If it is decided to carry on work before the study of the feasibility of the "Mediterranean Meetings", this expert could also act as a relay for the event, especially concerning the identification of the potential participants and speakers and of good practices.

One difficulty: to determine who will fill in the questionnaire

It is difficult to determine who is best placed to fill in the questionnaire so as to ensure both the objectivity of the information and the possibility of access to this information.

A local expert from an administrative service would easily be able to obtain information via the administrative network, but with a risk of minimising or concealing the negative aspects. He/she could also be an expert appointed by the country. Finally, the choice of an independent expert would seem to be the most permanent and credible solution, but in this case it would be necessary to ensure that the expert has a network available that would allow him/her to have access to all the information.

A multidisciplinary group as a support

It is desirable for each country to set up a steering committee or a multidisciplinary working group to assist the expert in his/her task. Indeed, as tourism is such a vast, transversal field, many players have to be made to work together.

Complementary tools that help with the filling in of the questionnaire

To be in a position to analyse a country's public policies, several stages are necessary:

- Consulting and analysing of all the documents that could describe the policies and directives related to sustainable tourism (regulations, charters, communication aids, contracts, etc.), by an analysis of the contents. One of the expert's tasks would be to collect all these strategic documents and to analyse them according to a joint grid, supplied by Blue Plan.
- To the extent that everything has not been written down, complete this study with interviews of the decision-makers and operators.
- Compare these elements with the reality of the field because there is not always coherence between implementation and documents.

Before this analysis, several tools could be developed to help the experts in their task. This would include a definition of the typology of the destinations, of the public policies, of the problems to be identified.

Finally, the questionnaire could be supported by case studies or examples to illustrate and check the analysis. For this, both positive and negative examples could be chosen. A call for contributions from various networks (world heritage sites, MEDPAN and other INTERREG projects on tourist destinations, Chamber of Commerce assemblies, and so on) could help with the efficient collection of case studies.

Part 3: Possible synergies and directions for work in 2006-2008

Are synergies with the private sector possible?

The META (**ME**diterranean **T**ravel **A**ssociation) initiative was presented to the participants, merely for information, by its secretary general, Mr Etienne Pauchant.

META is a purely private initiative of the Mediterranean tourism specialists. Its vocation is to be an exchange platform for tourism economy, a permanent forum around all the possible topics. It does not act as a spokesperson for the profession (contrarily to the federations). It has about thirty members now, including ACCOR and AMADEUS and hopes to gather together both major players and small operators (objective: 2 000 members by 2007). The association is just taking off and its representatives in the countries have not yet been identified. META is hoping to develop cooperation with Blue Plan in the field of Mediterranean cooperation.

The participants reacted quite positively to the idea of an interlocutor like META (for instance on the topic of transport). META, however, would have to ensure good representation of small operators and of players from the south and east Mediterranean. They do, however, believe that it would be worthwhile to wait for META to operate effectively in order to be sure of its efficiency.

Synergies including international bodies

WTO / OMT

There are obvious synergies for the exchange of information and knowledge (indicators, site management, publications about tool boxes, about sustainable development policies, etc.). All of this information is at the disposal of the experts.

The compiling of the answers to the WTO / OMT questionnaire could be distributed to the experts.

It is not very likely that the WTO / OMT could intervene in the logistic organisation of the event. However, the WTO / OMT could probably contribute to the promoting of the event, give technical assistance and possibly financial help for one aspect of research if it corresponds to their programme. The decisions on these matters are the competence of the organisation's General Secretariat.

UNEP

The UNEP has a new mandate for tourism and could contribute to the activities of MAP in this field especially for:

- The publication of "Industry sector reports", including tourism;
- The distributing of tools designed for governments, flight companies, hotel keepers, etc. They are guides for auto-assessment and for the training of consumers;
- Technical assistance for local projects concerning the demonstration of sustainable tourist consumption;
- Synergies possible with the Regional Seas Programme about good practices in other regions of the world;
- The contribution of technical expertise for the recurrent regional event (it is still too early to say anything about the logistical aspects).

The UNEP intends to work more with governments on local projects, especially in terms of technical assistance by focusing on sustainable production.

UNESCO

UNESCO wishes to collaborate with the other institutions and experts in the field of sustainable tourism. With regard to the "Mediterranean Meetings", UNESCO would be happy to contribute its help to promote their implementation and hopes that they will effectively take place. UNESCO could encourage the carrying out of this event and contribute assistance to the organisers by mobilising its network (notably the World Heritage Sites and the Biosphere Reserves). For the contents, it could supply technical assistance, especially for the scientific and cultural aspects.

PAP-RAC

The collaboration of PAP-RAC has been automatically acquired as it is also a member of MAP.

Work directions until 2008

Constitution of a network

The group of experts is unanimous about the necessity to create and manage a work network before 2008. This is a priority goal to the extent that it will later be a support for the designing of the questionnaire and for the organising of the "Mediterranean Meetings".

For this it would be interesting to put in place an exchange platform that would be the nerve centre for this network:

- Centralising of the documents and statistical data;
- Exchange forum;
- Centralising of good practices;
- Means of communication /popularising on university networks.

This platform needs a concrete support of the Internet site type. Several proposals were put forward to use the existing electronic platforms (Italy, province of Rimini, Morocco, universities, the Blue Plan site).

In order to reach this goal, it would be useful to put in place a small operational coordinating committee. Blue Plan might be able to play this role initially but this must be checked.

Identification of experts and working groups

Besides this, it is necessary, if not already done, to identify the experts who will serve as a relay in each of the countries to fill in the questionnaire and participate in the network. All of these contacts should be known so as to facilitate the distribution of information and documents.

It would also be appropriate to invite each country to form a small multidisciplinary working group to serve as a support for the expert.

Designing of the questionnaire

A draft questionnaire will be proposed by Blue Plan, taking into account the recommendations expressed by the experts during the debates, which can be found in the previous section of this report.

Study phase and filling in the questionnaire

Each country should carry out its own study and analysis of its tourist policy so as to be able to fill in the questionnaire with the help of the expert. In 2007 Blue Plan could organise assignments in the countries to help with the finalising of their reports.

Organisation of the “Mediterranean Meetings”

The first step is to present the project for the organisation of this event to the MCSD, to the MAP and to the Contracting parties.

To implement the initiative, the country that will volunteer to organise the first edition of the “Mediterranean Meetings” must be identified. This country must commit itself financially and in terms of the quality of the event (organisation and contents).

Concerning the contents, the group of experts could begin by identifying potential themes, taking into account the fact that the themes will depend in part on the organising country selected.

Then potential partners and sponsors should be identified for the financing of the logistics and the scientific contents. With this objective in mind, possible collaboration and potential contributions will be explored with the international bodies.

Next step

In order to follow up this meeting, a more detailed action plan should be defined. A report will be made and sent to the participants and to Plan Bleu’s Focal Points (it will also be downloadable on the Blue Plan web site); It will also be distributed during the MCSD meeting in May 2006. In the coming months, Blue Plan will develop an **in-depth work programme** for 2007-2008, as well as the terms of reference for the experts, taking into account the considerations and proposals made during this meeting.

Annexe 1 - List of participants



Experts group meeting Tourism and Sustainable Development in the Mediterranean Sophia-Antipolis, 24-25 March 2006

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Annexe 2 – Agenda

Friday 24 March 2006		Saturday 25 March 2006	
9h - 10h30	<p>Opening (30')</p> <ul style="list-style-type: none"> Historical review, mandate, objectives, calendar (Guillaume Benoit) MCSD 1999, MSSD 2005, project document 2007-2008 (Elisabeth Coudert) Round-table: presentation and participants expectations <p>International bodies/organisms: WTO, UNESCO, UNEP-DTIE, PAP, 100 sites</p> <ul style="list-style-type: none"> Activities and perspectives in the Mediterranean in tourism field and sustainable development (5x10') <p>Approach (10') : 3 major thinking areas, 2 groups (Ghislain Dubois)</p> <p>Coffee-Break</p>	9h - 10h15	<p>Area of working II: Policies change analysis in tourism field in the Mediterranean (continuation)</p> <ul style="list-style-type: none"> Restitution (rapporteurs, 2x10') Discussion (40') <p>Area of working III: Review and follow-up of MCSD recommendations and MSSD orientations</p> <ul style="list-style-type: none"> Reminder of the MCSD recommendations and MSSD orientations (15', Elisabeth Coudert)
10h30 - 11h	<p>Coffee-Break</p> <p>Area of working I: Mediterranean cooperation in tourism field</p> <ul style="list-style-type: none"> Round-table: constraints and possible topics (30') « Imagine and built the future sustainable Mediterranean tourist destination» (20', P de Monbrison) 2 working groups: philosophy and content, feasibility and support services (70') 	10h15 - 10h45	<p>Coffee-Break</p> <p>Area of working III: Review and follow-up of MCSD recommendations and MSSD orientations (continuation)</p> <ul style="list-style-type: none"> 2 working groups (70') : questions to be put and available tools to draw up results and follow-up <ul style="list-style-type: none"> Indicators Implementation problems (obstacles and levers) Good practices Restitution (rapporteurs, 2x10') Discussion (30')
11h - 13h	<p>2 working groups: philosophy and content, feasibility and support services (70')</p>	10h45 - 12h45	<ul style="list-style-type: none"> Restitution (rapporteurs, 2x10') Discussion (30')
13h - 14h30	<p>Lunch</p> <p>Area of working I: Mediterranean cooperation in tourism field (continuation)</p> <ul style="list-style-type: none"> Restitution (rapporteurs, 2x10') Discussion (40') <p>Area of working II: Policies change analysis in tourism field in the Mediterranean</p> <ul style="list-style-type: none"> Round-table: overview of recent change (30') <p>Coffee-Break</p>	12h45 - 14h15	<p>META Initiative</p> <ul style="list-style-type: none"> Presentation (15', Etienne Pauchant) Questions / Reponses (30') <p>Possible synergies and partnerships to be developed with international organisms</p> <ul style="list-style-type: none"> Thought tracks (10', Ghislain Dubois, P. de Monbrison) Discussion (35') <p>Coffee-Break</p>
14h30 - 16h	<p>Which questions are to be put and which tools are to be used to analyse these changes (20', Ghislain Dubois)</p> <ul style="list-style-type: none"> 2 working groups: content, organisation, levels (70') 	14h15 - 15h45	<p>Possible synergies and partnerships to be developed with international organisms (continuation)</p> <ul style="list-style-type: none"> Discussion (continuation, 30') <p>Working programme for 2007-2008</p> <ul style="list-style-type: none"> Project document: Structure, content, approach (10', Elisabeth Coudert) Discussion and closure (20')
16h - 16h30	<p>Coffee-Break</p> <p>Area of working II: Policies change analysis in tourism field in the Mediterranean (continuation)</p> <ul style="list-style-type: none"> Which questions are to be put and which tools are to be used to analyse these changes (20', Ghislain Dubois) 2 working groups: content, organisation, levels (70') 	15h45 - 16h15	<p>Coffee-Break</p> <p>Possible synergies and partnerships to be developed with international organisms (continuation)</p> <ul style="list-style-type: none"> Discussion (continuation, 30') <p>Working programme for 2007-2008</p> <ul style="list-style-type: none"> Project document: Structure, content, approach (10', Elisabeth Coudert) Discussion and closure (20')
16h30 - 18h	<p>Diner offered by Plan Bleu</p>	16h15 - 17h15	<p>Working programme for 2007-2008</p> <ul style="list-style-type: none"> Project document: Structure, content, approach (10', Elisabeth Coudert) Discussion and closure (20')
19h30			

Annexe 3

Pre-feasibility study of a regional co-operation mechanism in the Mediterranean for tourism and sustainable development¹

What feasibility is there for concrete operational implementation?

Blue Plan Regional Activities Centre received a mandate from the Contracting parties to the Barcelona Convention to carry out a feasibility study for the implementing of concrete operational regional cooperation processes around the theme “Tourism and Sustainable Development”.

With this objective in mind, Plan Bleu carried out progressive, evolving consideration of the matter, taking into account the specifications of the order:

- No setting up of new structures,
- Implementing of partnerships between all the public and private parties concerned,
- Taking into account of the three types of tourist destinations (mature, recent, emerging).

This reflection also integrated all the conclusions of the work of the Mediterranean Commission for Sustainable Development (MCSD), especially concerning the place and the role of tourism economy in the Mediterranean basin, as well as the lessons learnt from previous attempts at regional cooperation such as OTEM (Organisation du tourisme euro-méditerranéen).

This approach was inspired by several types of « experience in the field » which helped to give a satisfactory answer to the central issue: how can concrete operational processes for cooperation among the many public and private parties concerned be developed within a given tourist system in order to combine tourism and sustainable development?

These experiences have helped to highlight a certain number of basic principles based on common sense but rarely taken into account such as:

- cooperation and partnerships only develop well if each of the interested parties has his own interests satisfied;
- these cooperation and partnerships only develop concretely and operationally if the subjects raised are close to the field and “shared” by all the parties;
- actors in the field have to initiate these cooperation and partnerships processes themselves.

As a result, cooperation and partnerships function even better if they are seen to be necessary and if they are initiated by those in the field. It is thus up to the institutional partners to create the conditions that foster the emergence of these initiatives in the field:

- the topics broached should be of a transversal nature that at the same time calls on a joint approach from partners whose culture and professional fields are different;
- the topics broached should also be of a technical and professional nature to seduce and appeal to private operators and players.

This results in a need to put in place neutral “platforms” for meetings and exchanges which help multicultural partnerships to start up and develop, without them having the feeling of being under the supervision of one or other of the cultures.

¹ Overview drawn up by Patrice de Monbrison-Fouchère for and in collaboration with Blue Plan and taking into account the experts opinions expressed during the meeting held on 24th-25th March 2006.

The most current expectations expressed in the framework of these partnerships are concerned with:

- getting to know one another;
- getting to work together;
- exchanging knowledge and know-how;
- developing activities in common.

The elements for an answer to the problem

Blue Plan's consultant reflection has led to consider that a "technical event"² that is likely to be quite large and probably annual on the theme of

"Future Mediterranean Tourist Destinations"

would adequately answer the question asked. Indeed, during this event it would mean working together on

How to design and implement in the Mediterranean region new concepts for destinations that would be a better response to the imperatives of sustainable development.

I. The general concept of the "Mediterranean Meetings"

The "Mediterranean Meetings" will be a platform for meetings and work intended for the Mediterranean tourism developers from both the public and private sectors.

The topics dealt with will be essentially of a technical and professional nature. They will deal more with strategic development problems than with those of operational marketing.

All of them will be in the spirit of Rio and Johannesburg and consequently in that of sustainable development.

On the other hand, the main objective of this platform will not merely be to « philosophise » about the notion of sustainable development but rather to work on concrete operational solutions.

Organised as a 2-3 days event, this meeting and working platform will be preceded and followed by preparation and follow-up works in order to permanently feed the cooperation process between public and private actors.

Therefore, the "Mediterranean Meetings" will be part of a going concern both by their recurrent nature and by an Internet platform which allow for year-round preparation and prolongation of the debate.

The "Mediterranean Meetings" central goal is the **"Future Sustainable Mediterranean Tourist Destinations"**.

A "tourist destination" means a geographical area with:

- a name and a strong image (brand) ,
- a human environment with its own heritage, attractive, and natural at the same time (values),
- important recreational and reception equipment (structures),
- making up a homogeneous tourist production and consumption ("servuction") space meeting the demand (products).

From the point of view of tourist economy, it is the convergence point of all those involved in the tourist system and, consequently, the convergence point of all the

² In order to simplify the text, the « Mediterranean Meetings » are proposed as provisional code name for this event.

problems (concerning notably sustainability or unsustainability), of all cultures and of all types of engineering.

It is also where offer and demand converge.

It is consequently the subject of “shared” land par excellence and it would seem the best way to mobilise all those concerned by their profession, culture or status and to get them to work together.

The “Mediterranean Meetings” are the “micro-development” side of general reflection about the development of the “Future Sustainable Mediterranean” destinations.

They will be the experimental platform intended to highlight the problems and demands of tourist production and consumption areas for the countries and international institutions.

They will also be an exchange and cooperation platform around which “toolkits” will be elaborated, exchanged and disseminated, permitting to answer the question “how to do” notably regarding the implementation of the MCSD recommendations.

The “Mediterranean Meetings” are targeted at all those public or private bodies or persons, whether political or not, concerned by the central issue of the “Future Tourist Destinations” and by their harmonious development. Everyone will come to these “Meetings” with his solutions or questions.

2. The functions of these “Mediterranean Meetings”

These “Meetings” will fulfil many functions including: information and awareness-raising, training, exchanges, partnerships and business, R&D, networking, etc.

Experience has shown that this kind of event helps those concerned to meet, to work together, to get to know one another and, consequently, to understand one another, to meet again each year and in this way to give birth to a genuine network for exchanges and partnerships.

3. Outline of how the “Mediterranean Meetings” will be designed

The “Mediterranean Meetings” will therefore consist of:

- a 2 to 3 days event gathering together all the actors,
- a year-round upstream and downstream phase of works for preparing the event, prolonging exchanges and contacts through notably a permanent linkage system.

The event strictly speaking will take place over two or three days. It will be similar to a “work convention” and will pay attention not to develop the style of institutional events that comprise a lot of general and political talks.

It will be made up of:

- **An introductory session and a closing session**, aimed at:
 - a limited series of welcoming and closing talks
 - establishing the specific theme for the meeting which should constantly be at the heart of the central concept “Future tourist destinations and sustainable development”
 - drawing up of an encouraging but critical report on the work.
- **Short plenary sessions** (morning and evening) aimed at:
 - passing on general information about strategic questions
 - assessing the progress of the research work
 - assessing the work of the workshops.

- **Various types of workshops :**
 - “technical” workshops on specific subjects, coordinated by technicians or by universities
 - “good practice” workshops aimed at working on concrete successful experience
 - workshops reserved for public or private parties looking for partners or willing to demonstrate innovative equipment or know-how in line with the central theme of the event.
- **Special sessions** intended for the biggest public or private partners of the event and which give an opportunity to make specific types of communication.
- **A “meeting point”** where people can meet, exchange ideas, do business, etc.
- **A “reception – information – library”** area.

The general atmosphere should be very warm, comfortable and studious, simple and not cosseted.

The upstream phase or intermediate phase between two events will be devoted to the programme event preparation.

It will permit to develop the co-operation process between actors by exchanges of thoughts, researches and works as well as by identifying “good practices” within each Mediterranean country.

Preparatory conferences will be organised on countries’ request.

It will be desirable to set up a “permanent link” with those involved, such as an internet link. This link would offer the possibility to prepare the event, to manage it, and also to prolong the exchanges. This link would evolve in the form of an intranet in the players’ network.

4. The subjects dealt with

The topics discussed should aim at the sustainability of practices and deal with the overall chain for the designing and management of “tourist destinations”, including:

- structural equipment
- service equipment
- reception equipment
- cultural and leisure equipment
- equipment running and management
- destination management
- the destination project with all of its components in terms of strategic political positioning and marketing
- etc.

They will of course deal with all the related technical structures such as: land, organisation, town planning, environment and ecology, architecture, legal set-up, financing, training, governing and other political sciences, etc.

They will be based on the integration of all the human sciences: history, geography, ethnography, sociology, archaeology, and so on.

They will constantly be put into perspective with the methods and processes for the designing of “territorial projects” and “destination projects” in the spirit of “Agenda 21”.

The work will be :

- either transversal, because common to the three types of destination (mature, recent and emerging) highlighted in the framework of the work of the MCSD
- or specific to each of the situations whenever necessary.

Beyond the central theme making up “Future Tourist Destinations”, the two major guidelines underscoring the work and debates will be:

- **sustainable development**, without speaking too much about it but by practising it considerably so as to avoid a hackneyed, caricatured approach.
- **innovation**, both regard to the reasoning and the methods, processes and techniques used and throughout the four phases of the tourist destination’s life span, i.e. design, implementation, management and promotion.

5. The general organization of the “Mediterranean Meetings”

The organizational structure could be as follows:

- **A “promoting institution” for the event**
 - This institution could be a country, a national or regional capital;
- **A “welcoming site” to be defined**
 - The choice of the site for the event running remains open. However it should be of course close to an international airport;
- **A “technical steering committee”**
 - The “technical” content of the event will be under the responsibility of a steering committee. It will be made up of competent personalities from the various bodies concerned and from all the areas of sustainable development for tourist destinations (economics, society, environment);
- **An “organizing committee”**
 - The logistic organisation of this type of event will be entrusted to professionals;
- **A “partners club”**
 - It will be responsible for the moral and financial “support” of the event;
- **A “permanent secretariat”**
 - Its main mission will be to ensure continuity and respect of the event specifications regarding “sustainable development” spirit, design and technical content.

The audience concerned could be defined in the following way:

- **The “international institutions”**. They will be both the “major partners” and the “observers”. From this event they will draw the elements that will help to nourish their actions and spread their influence.
- **The “national political partners” concerned**. They will also have a position as “observers” and “major partners”. They will encourage and accompany the process on both the financial and statutory levels. They will find a source for their political inspiration in this event.
- **The “universities” (R&D and training)**. They will contribute pedagogical strength as well as capacity to design research work based on the needs expressed by those in the field.
- **The “NGOs”**. They will contribute their knowledge of the field, operational strength, as well as technical and pedagogical support.
- **The “operators” (travel agents, tour operators, carriers, etc.)**. As “major partners” at the event, they will be able to enrich the debates with their professional knowledge and competence in the field of tourism economy and propose themes for the research and debates that correspond to their expectations.
- **The public and private “investors and financiers”**. As “observers” (an attitude suiting them in that kind of event) and “major partners”, they will be able to enrich the debates with their knowledge and competence in financial structures and propose themes for the research and debates that correspond to their expectations.
- **The representatives of the “sciences”** concerned, whether technical or human, will participate as consultants.

- **The public and private “field players”.** The event is entirely centred on their preoccupations. Their presence and participation are essential.

According to some experts’ opinion, **the size of this event** could ultimately target participation that would go beyond a thousand or so people as the purpose of this communication attack is first and foremost to:

- generate awareness
- inform those concerned
- develop pedagogical processes
- give a professional image of the “Mediterranean” tourism sector
- project a positive image of the “Mediterranean” as a tourist product worldwide.

Other less optimistic or more technical experts think that reaching the objective of 500 participants would be ultimately sufficient.

In any case, this event should be open and admission payable. Consequently, apart from the invited « people-resources » participants, anyone will be able to participate in the event for a financial consideration. Remember that anything free is considered as having no value! A serious professional event is never free. It is always possible to set up formulae for cost coverage (sponsoring, sponsorship by institutions) for the few special cases.

The event could be financed from various sources:

- the site where the event takes place
- public and private partnerships of large institutions and enterprises
- various types of sponsoring in line with the theme and the ethics
- entrance fees (individual or group).

6. Implementation and development

The structure and functioning, as defined above, describe a mature event. It would be dangerous to set such objectives from the first or second edition. It would be better to plan a progressive development that would give the possibility to adjust the objectives to actual experience.

This would mean starting with the countries and partners which accept the formula and which would be willing to contribute technically and financially, without trying to convince all the Contracting parties to the Barcelona Convention, while counting on training effects. The Blue Plan / MAP budget will not be asked for and outside funding will be sought.

On the other hand, the spirit of the event and its guiding principles should be wedged right from the start according to strict specifications.

To this end, planning the setting up of a permanent secretariat would seem essential. The main mission of the latter will be to ensure continuity and respect of the specifications.

Annexe 4 – Experts group

