Project co-financed by the European Regional Development Fund

Index

1 Introduction 2
1.1 The template 2
2. INCIRCLE strategy for the transition towards a more circular tourism 3
2.0 Step 0: Work plan and team 3
2.1 Step 1: Context Analysis 3
2.1.1 EU, national, regional and local framework of reference 3
2.1.2 Current tourism features, trends, etc., in the destination 3
2.1.4 Weighted list of positive and negative impacts linked to tourism flows 4
2.1.5 Tourism sector mid- to long-term (5 to 10 years) development trends 4
2.1.6 SWOT and CAME analysis 4
2.2 Step 2: Governance 5
2.2.1 Stakeholders identification 5
2.2.2 SWG design and implementation 6
2.3 Step 3: Design of the strategy 6
2.3.1 Definition of the current scenario 6
2.3.2 Definition of shared common vision, goals and main targets 6
2.3.3 Definition and planning of measures and related output indicators 7
2.3.4 timeline of measure implementation 7
2.3.5 Development of future scenarios 8
2.4 Step 4: Monitoring, evaluation and sources for funding 8
2.4.1 Monitoring strategy implementation 8
2.4.2 Funding 9

Project co-financed by the European Regional Development Fund

1 Introduction

1.1 The template

This template, based on Deliverable 3.3.1 (Operational Model, final version dated 30/06/2020) which serves as reference, is to be used to produce the extended report in English language providing all essential information on the drafts of the strategies produced so far.

The template consists of 5 sections (or steps), namely 'Work-plan and team', 'Context analysis', 'Governance , 'Design of the strategy', ' Monitoring, evaluation and sources for funding'.

The template has to be completed in all its sections in English, respecting the format and the number of characters. Please use diagrams and bullet point lists whenever possible to facilitate evaluation.

The report has to be sent no later than January 29th, 2021 in a Word format to:

- AREA: enrico.longato@areasciencepark.it, Fabrizia.salvi@areasciencepark.it, anja.starec@areasciencepark.it,
- EWA: manuel.sapiano@gov.mt, dylan.schembri@gov.mt, aaron.cutajar@gov.mt

A PPT template will be shared in January 2021, where basic data and information from the strategy need to be reproduced for the mid-way stock-take session to be held during the project mid-way stock take workshop that will be organized in February 2021.

After receipt of the strategies, a first feedback will be forwarded to all partners, specifying any required integration or additional information to be included before the mid-way stock-take session.

2. INCIRCLE strategy for the transition towards a more circular tourism

2.0 Step 0: Work plan and team

Please describe the team appointed to produce the strategy and the work-plan elaborated to guide the drafting of the plan.

For the team: name, organization, role in the organization, tasks in the elaboration of the strategy.

For the work-plan: diagrams providing details on tasks, timing, responsibilities, etc. can be inserted and commented as necessary.

No limit of characters is set for section 2.0

2.1 Step 1: Context Analysis

Please describe in this section the analytical work carried out to define the context of reference. Please respond to all details requested under points 1 to 6 and synthetically report all relevant data and figures. The analytical work to be performed shall take into consideration the 4 INCIRCLE principal pillars (analyse the territory to understand the circularity and sustainability gaps in terms of sustainable mobility, renewable energy, waste and water management) and the 5 circular economy principles as described in section 3.1 of the Operational Model. The work already performed on the check list provided by the partner Scuola Superiore Sant'Anna in order to develop the circularity assessments shall also be taken into consideration as well as the results of the work/consultation with the Stakeholder Working Groups.

Maximum number of characters for section 2. 1: 7.000 (not including the SWOT and CAME tables)

2.1.1 EU, national, regional and local framework of reference

Please describe multi-level governance tools (legislation, relevant planning documents, already available plans or strategies, etc.) and major planned developments affecting the tourism sector at the destination level and explain how the strategy is related to the above. Please, take into account also relevant planning documents from other departments of your institution that might positively/negatively affect the sustainable and circular deployment of the tourism sector. Where relevant, add also existing public and private initiatives related to sustainable and circular tourism and present and past actions which had an impact on the destination.

Please list also policies, guidelines and actions that support sustainability and circularity at a destination level that may have an impact on tourism.

2.1.2 Current tourism features, trends, etc., in the destination

Please list a comprehensive collection of reliable data on current tourism flows, main figures and features based also on the "Partners' territories preliminary information" file provided to Scuola Superiore Sant'Anna at the beginning of the project (from point 1 to point 10), making sure to explore the seasonality issue.

2.1.3 Current features on INCIRCLE 4 main pillars

Please list a comprehensive collection of reliable data on current figures and features of INCIRCLE related 4 pillars, i.e. sustainable mobility, renewable energy, waste and water management, that is

based on the "Partners' territories preliminary information" file and on the check list provided by the partner Scuola Superiore Sant'Anna in order to develop the circularity assessments.

2.1.4 Weighted list of positive and negative impacts linked to tourism flows

Please focus on externalities related to environmental issues and use of natural resources, urban mobility, accessibility, social cohesion, cultural heritage, as for example: road congestion, air and noise pollution, increased soil consumption for parking and road infrastructures, reduced road safety, stress for the local community.

2.1.5 Tourism sector mid- to long-term (5 to 10 years) development trends

Please make mid to long term trend projections of tourism flows.

2.1.6 SWOT and CAME analysis

Please produce a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), based on information and data collected in the analyses and through consultations with stakeholders, following the model provided below.

Figure 1 – SWOT matrix



The SWOT analysis is followed by a CAME analysis in further steps, which is a useful tool to define strategies and actions from SWOT matrix results. The key is to focus on the most relevant weaknesses,

strengths, threats and opportunities and then for each identified situation associate actions to "Correct", "Adapt", "Maintain" and "Explore" dimensions.

Figure 2 – CAME matrix



2.2 Step 2: Governance

Please describe in this section the participatory work carried out to involve the main stakeholders and actors mainly through the Stakeholder Working Groups. Please report synthetically organizational details and outcomes/conclusions.

Maximum number of characters for section 2.3: 3.000 (tables excluded)

2.2.1 Stakeholders identification

Please describe which stakeholders were identified and the ratio behind the criteria guiding their identification (how important the stakeholder is to the INCIRCLE project; how influential/powerful the stakeholder is for the project, what contribution/feedback is expected from the stakeholder).

The following table is to be filled in.

Table 1 – INCIRCLE Stakeholder analysis matrix

INCIRCLE Stakeholder analysis matrix

Stakeholder name	Interest in the INCIRCLE project *(high/medium /low)*	Influence on the INCIRCLE project *(high/medium /low)*	Needs *(What is important to the stakeholder?)*	Expectations *(How could the stakeholder contribute to the project)*	Strategy for engaging the stakeholder

2.2.2 SWG design and implementation

Please describe how you organized your Stakeholder Working Group, how many meetings/events took place, when and where, how many people were present and list the main conclusions reached. Please take into account the SWG meetings outcome reports.

2.3 Step 3: Design of the strategy

Please describe in this section how you elaborated the draft strategy (current scenario, vision, objectives, main targets, chosen measures, elaboration of future scenarios based on the expected impacts of the choices made).

Maximum number of characters for section 2.3: 7.000 (tables excluded)

2.3.1 Definition of the current scenario

Based upon steps 1 and 2, the collected data, information and feedback from SWG meetings participants and main actors provide the basis for the elaboration of an overview of the currents state of the art and an opportunity to define the main working areas.

2.3.2 Definition of shared common vision, goals and main targets

Based on the current scenario, a strategic vision, a set of objectives, and appropriate result indicators are defined to guide the development of the strategy, providing detailed information on main challenges the destination wants to tackle in terms of sustainable and circular tourism.

Remember that for each strategy's main objective, strategic result indicators are to be identified along with baseline and measurable targets. Before starting developing own indicators, it is important to evaluate the availability and applicability of well-defined standard indicators adopted elsewhere.

For each strategy's objective the following table is to be filled in:

Table 2 – INCIRCLE objectives, indicators and targets

Name of the strategy's objective	
Short description of the objective	
Related strategic indicator	
Baseline indicator (current trend)	
Target value	

2.3.3 Definition and planning of measures and related output indicators

Following the strategic visioning process, specific measures (actions able to address the identified territorial problems, contributing to meet one or more strategy goals, for each INCIRCLE pillar) are chosen along with indicators to monitor the performance in their implementation towards the objectives and their capacity to implement the change the strategy aims to introduce. As suggested for indicators, consider if there are already successfully implemented or planned measures which could directly or indirectly affect the tourism sector and be successfully adapted to the regional context. Stakeholders should be involved in the measures prefeasibility check. Measures shall be complementary and well-combined but at the same time conceived in a modular way so to be implemented independently from one another.

Remember to fill in the following table for each selected measure.

Table 3 – INCIRCLE measure template

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

2.3.4 Timeline of measure implementation

A chronological overview on measures implementation is provided, taking into account:

- The short-term implementation, includes the most immediate measures that can be initiated within 0/2 years from strategy approval
- The medium-term implementation includes more complex measures that require more detailed planning than short-term actions do, and, generally, are more onerous in financial terms; measures included in this scenario are expected to start within 2/5 years from the entry into force of the strategy.
- The long-term implementation includes measures that complement the overall vision of the strategy. These are the most complex measures and involve greater economic and planning commitment than the actions envisaged in the short and medium term.

The following table is to be filled in:

Table 4 – INCIRCLE chronological overview on measures implementation

Measure	Indicators	Short-term scenario (0/2 years from approval)	Mid-term scenario (2/5 years from approval)	Long-term scenario (5/10 years from approval)

A Gantt chart is to be included in this part as well.

2.3.5 Development of future scenarios

Depending on the degree of success in the implementation of the chosen actions and considering a range of variables in the wider local context which might lead to deviations and changes, a set of scenarios is elaborated. As a minimum output, a 'business as usual scenario' is elaborated together with 2 additional scenarios considering different degrees of impact in the implementation of strategy measures, as follows:

- **Business as usual scenario**: No changes are brought in by the strategy/no strategy is implemented and, therefore, the current trends in economic, social and environmental terms continue to be the same.

- **Most likely scenario**: Adequate positive changes are brought in by the strategy, responding to more sustainable actions and behaviours, but still not radical due to the low-medium impact that undertaken measures have in the whole. The limited effect of actions targeting mostly the tourism industry is also constrained by the partial achievement of goals.

- **Best possible scenario**: Significant changes brought in by the strategy boost a behavioural change along the destination, multiplying its effects and creating a positive trend with far-reaching implications along the destination.

Scenarios should describe the change brought by the strategy, measured through the set of indicators chosen under point 2.3.3. '*Definition and planning of measures and related output indicators*':

Table 5 – INCIRCLE scenarios

Measure	Current trend (baseline indicator)	Business as usual scenario	Most likely scenario	Best possible scenario

2.4 Step 4: Monitoring, evaluation and sources for funding

Please describe in this section how you decided to monitor the strategy implementation (definition of responsibilities, schedules, methodologies used) and how you are planning to fund the chosen measures.
No limit of characters is set for section 2.4

2.4.1 Monitoring strategy implementation

Described how you structured your monitoring plan to supervise implementation, with the purpose of checking the timely achievement of objectives within established deadlines and measuring performance using the chosen set of indicators. For an efficient use of resources and for the INCIRCLE strategy to be effective, it is paramount to align the monitoring plan with the most relevant plans affecting the tourism sector and its sustainability and circularity at destination level. Since these plans are likely to have a monitoring plan of their own, it is recommendable to harmonize monitoring actions

in order to achieve synergies and economies of scale. Also, it is recommendable to agree and share the monitoring plan with the relevant stakeholders and to keep them updated about the monitoring process (for example by means of additional SWG meetings).

Please include the following:

- Responsible person/team
- Milestones and related indicators and data sources
- Possible critical points/events and related countermeasures
- Monitoring workplan/timeline (GANTT)

To ensure proper monitoring the following two tables are to be filled in and regularly updated, if needed:

Table 6 – INCIRCLE monitoring tool for strategy result indicators

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

Table 7 – INCIRCLE monitoring tool for measure output indicators

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

2.4.2 Evaluating strategy implementation

Please include the following:

- Responsible person/team
- Milestones and related indicators
- Possible critical points/events and related countermeasures
- Evaluation workplan/timeline (GANTT)

Please consider the possibility of involving a group of external experts with heterogeneous competences to periodically evaluate the progress of the strategy.

2.4.3 Funding

Please provide an estimation of the needed resources and describe where funding comes from, by filling it the following table. Different sources of funding shall be considered (municipal, regional, national, multilateral, private).

Strategy Objective	Identified Measure	Cost	Potential source of funding	Actions to undertake to secure funding	Person/entity in charge.