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TO CARE MED | Output 1.2 — Transnational Training Programme & Workshop Roadmap | Interreg Euro-MED

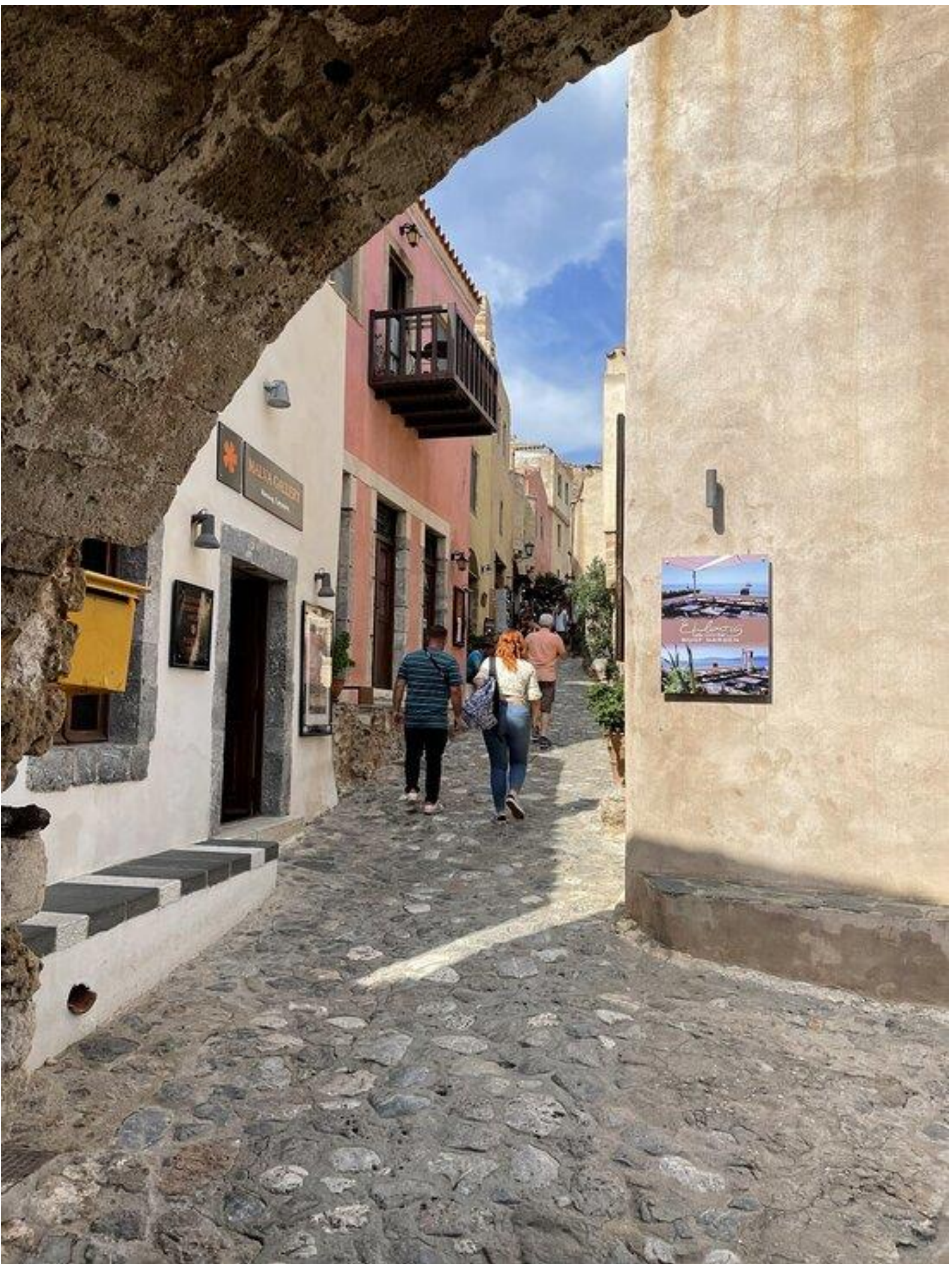


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OUTPUT 1.2

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Partner in charge (author)	University of Ca Foscari of Venice
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What is Output 1.2?

Purpose, approach and key results of the TO CARE MED training and knowledge transfer programme

Purpose

Design and implement a multi-phase learning architecture connecting transnational knowledge-building with local application — ensuring TCCL methodology is transferred, contextualised and applied in real destination planning.

Approach

Two-level iterative architecture: transnational events (peer learning, train-the-trainers, strategy co-design) feed local workshops (DWG sessions, data collection, scenario sharing, co-planning) — and vice versa.

Key Results

1. Optimised TCCL Tool
2. Joint MED Ecotourism Strategy (O3.1)
3. Local Action Plans for 5 Mediterranean pilot destinations





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Abbreviations

TCCL	Tourism Carrying Capacity Limit
DWG	Destination Working Group
DMO	Destination Management Organisation
TM	Transnational Meeting
WP	Work Package
AF	Application Form
MoU	Memorandum of Understanding
JS	Joint Secretariat
UNIVE	University of Ca' Foscari of Venice
CERC	Centre for Ecosystem Research and Community Education (Slovenija)
O3.1	Output 3.1 - Joint MED Ecotourism Strategy
ACT	Activity (as per project Application Form)
RT	Round Table (peer learning format within ACT A1.1)
TTT	Train-the-Trainers (ACT A1.3)
AP	Action Plan (local ecotourism action plan, product of DWG co-design process)



Executive Summary

Output 1.2 presents the design and implementation of an integrated transnational training and knowledge transfer programme articulated across two interconnected levels: a transnational level, where peer learning, train-the-trainers activities and the development of shared analytical tools take place; and a local level, where knowledge is progressively transferred, contextualised and applied through a structured sequence of workshops and participatory processes involving Destination Working Groups (DWGs) and local stakeholders. Output 1.2 is both a capacity-building programme and an operational roadmap enabling the application of the TCCL-based planning approach.

The programme is built around the Tourism Carrying Capacity Limit (TCCL) tool — a calculation and analysis instrument originally developed in the Altereco and Altereco+ projects and further optimised within TO CARE MED. The tool enables destinations to assess tourism pressure across multiple subsystems (accommodation, mobility, environment, services, cultural attractions, community), compare real flows against optimal sustainable conditions, and generate alternative development scenarios reflecting place-based ecological, social, cultural and community dimensions.

The transnational backbone of the programme is ACT A1.1 — Partners Meetings, Round Tables and Peer Learning Events — which spans all implementation periods of the project with a total of five in-person meetings and series of online sessions in periods 3 and 4. These events provide the structured forum for experience exchange, knowledge production and strategic co-design among the five Mediterranean pilot destinations. Alongside, ACT A1.3 (Train-the-Trainers, November 2025) equips selected local trainers with the skills to apply and transfer the TCCL methodology; and ACT A2.3 provides an online training at transnational level on the optimised TCCL tool applied to planning processes.

At local level, the cascade learning process unfolds through a structured sequence: the activation of Destination Working Groups (ACT A1.1 LOCAL); local knowledge transfer workshops (ACT A1.4); customisation workshops and surveys to collect data for the baseline study and TCCL optimisation (ACT A2.2); local scenario-sharing workshops (ACT A2.4); small-scale testing actions to verify sustainability within TCCL limits (ACT A3.1); co-planning workshops where DWGs converge on the local action plan (ACT A3.2); and educational events for citizens, tourists and tour operators (ACT A3.3).

The ultimate goal of the DWG process is the co-production of a Local Action Plan: a concrete, future-oriented governance document defining actions to be implemented after the project ends. The plan is assembled by a designated editor - an expert from within the DWG or from the partner organisation - who translates the collective co-design decisions into a structured, scenario-aligned document.



Three key results orient the entire process:

- Optimised TCCL Tool - calibrated on real destination data from the five pilot areas
- Joint MED Ecotourism Strategy - a shared framework for sustainable ecotourism in harmony across Mediterranean destinations, co-designed at transnational level
- TO CARE MED Action Plans - co-designed by DWGs, aligned with TCCL scenarios and the joint strategy, and oriented towards post-project governance actions

This document describes the conceptual framework underpinning the programme, the two-level architecture that connects transnational and local activities, the full sequence of activities and their role in the cascade learning process, and the phased workshop roadmap linking all activities to the three key results.



1. Introduction



1.1 Purpose of the Output

The purpose of Output 1.2 is to design, implement and document the training and knowledge transfer programme of the TO CARE MED project. The programme is not a standalone training course: it is a multi-phase learning architecture that connects transnational knowledge-building with local application, ensuring that the methodologies developed at project level are effectively transferred, contextualised and applied in planning and governance processes at destination level.

The output focuses on three interconnected dimensions: (i) building technical capacity to apply the TCCL tool; (ii) fostering shared understanding of ecotourism in harmony principles across Mediterranean destinations; and (iii) supporting the co-design of local ecotourism action plans grounded in scenario analysis and sustainability thresholds.

1.2 The TCCL Tool: From Altereco and Altereco Plus projects to CARE MED

The Tourism Carrying Capacity Limit (TCCL) tool is the methodological core of the project. It was first developed within the Altereco and Altereco+ projects (Interreg MED), which introduced a systemic approach to measuring tourism carrying capacity across the interconnected subsystems of a destination: accommodation, mobility and transport, food and beverage services, visitor attractions, natural and environmental resources, and local community infrastructure.



In TO CARE MED, the tool undergoes a process of optimisation and adaptation specifically designed for ecotourism destinations. This includes:

- Integration of ecological carrying capacity indicators for natural subsystems
- Incorporation of place-based qualitative dimensions (cultural identity, community rhythms, nature conservation priorities)
- Calibration on real data collected from five pilot areas across the Mediterranean
- Development of a guidance protocol for consistent tool application across diverse destination contexts

The optimisation is informed by data collected through local customisation workshops (ACT A2.2), which provide the empirical foundation for the baseline study (O2.1) and the subsequent scenario elaboration shared at transnational meetings.

1.3 From Ecotourism Potential to Risk Awareness

Many Mediterranean destinations involved in the project are characterised by high environmental, cultural and community value and are often perceived as inherently sustainable. However, this perception may overlook the increasing pressure that tourism can generate over time, especially in fragile ecosystems and small-scale local communities.

In such contexts, the challenge is not only to promote ecotourism, but to ensure that its development remains within sustainable limits. This requires a shift from a purely promotional perspective towards a more analytical and preventive approach, capable of identifying potential risks before they become critical. The training programme and the workshop roadmap are grounded in this preventive logic.

1.4 Role of Training within the Project Strategy

Within the overall project framework, Output 1.2 plays a central enabling role. It connects the methodological development of the TCCL tool (WP2) with the strategic co-design of the Joint MED Ecotourism Strategy (WP3/O3.1) and the local action plans. The training and workshop roadmap described here serves as the connective tissue of the project, ensuring that knowledge flows from transnational to local level, and that local insights and data feed back into the improvement of shared tools and strategies.



2. Conceptual and Methodological Framework



2.1 Ecotourism, Sustainability and Territorial Balance

Ecotourism is increasingly recognised as a strategic approach for promoting sustainable development in areas characterised by high environmental and cultural value. However, ecotourism is not inherently sustainable. Its sustainability depends on the ability to manage tourism development within the limits of the territories in which it takes place.

In fragile and valuable ecosystems, even moderate increases in tourism flows can generate cumulative pressures on natural resources, infrastructures and community life. For this reason, sustainability cannot be understood solely as a set of principles or intentions, but must be approached as a dynamic condition of balance between different and interdependent components: environmental integrity, social well-being and economic viability.

The training programme builds on this understanding, promoting an approach to ecotourism that is not only value-driven, but also evidence-based and adaptive.



Ecotourism is framed not as a fixed model, but as a process of alignment between tourism activities and the natural, social and economic rhythms of a territory.

2.2 Tourism Pressure and the Risk of Overtourism in Fragile Areas

Tourism pressure refers to the intensity of interactions between tourism flows and the territorial systems that host them. It is not determined solely by the number of visitors, but by the relationship between demand and the capacity of local systems to absorb, manage and adapt to tourism activities.

Overtourism dynamics can also affect emerging ecotourism areas where the risk is not linked to mass tourism in absolute terms, but to unbalanced growth patterns that exceed the capacity of local systems. The absence of visible overcrowding does not necessarily imply sustainability, as pressures can accumulate over time in less evident ways. A key challenge is therefore to recognise overtourism as a potential condition, rather than a current state.

2.3 Tourism Carrying Capacity Limit (TCCL) as a Preventive Tool

The TCCL tool builds on the traditional concept of tourism carrying capacity by introducing a more operational and flexible approach. Rather than defining a single maximum number of visitors, the TCCL framework considers the relationships between tourism flows, system capacities and usage patterns across multiple dimensions, including environmental, social and economic factors.

The tool is grounded in a systemic analysis of tourism destinations, which are interpreted as interconnected systems composed of multiple subsystems. Each subsystem is characterised by a specific capacity and by different patterns of use depending on visitor profiles. By combining data on tourism flows, system capacities and usage rates, the tool estimates an optimal level of tourism that can be sustained under given conditions.

In ecotourism contexts, the TCCL approach requires adaptation that places greater emphasis on environmental components, recognising nature not only as a resource to be used, but as a fundamental stakeholder of the system. Alongside the well-being of local communities and visitors, the integrity and resilience of ecosystems must be explicitly considered within the assessment of limits and capacities.

2.4 From Data to Scenarios: TCCL Analytical Logic and Place-Based Integration

The analytical logic of the TCCL tool transforms data into knowledge and knowledge into decision-support. The starting point is the collection and organisation of both quantitative and qualitative data describing the functioning of the tourism system across its subsystems.

A key innovation of the TO CARE MED application is the integration of place-based dimensions into the scenario construction process. This means that scenarios are not built solely on technical capacity parameters, but are enriched with:



- Nature and ecology: ecological thresholds, biodiversity sensitivity, ecosystem regeneration cycles
- Cultural heritage: cultural carrying capacity, heritage fragility, authenticity preservation
- Community and social dimensions: local rhythms of daily life, resident tolerance, social cohesion
- Environmental quality: landscape integrity, water and air quality thresholds, waste management capacity

This integration ensures that scenarios are not only technically sound but also contextually meaningful and aligned with the specific identity and values of each destination.

2.5 Scenario-Based Planning for Sustainable Tourism Development

Scenario-based planning allows destinations to move from the observation of current conditions to the exploration of alternative futures. Scenarios are constructed by modifying key variables of the tourism system and enabling the DWG to compare them against TCCL thresholds, identifying which development pathways stay within sustainable limits.

Phase	Key Elements	Data and Inputs	Outputs	Planning Use
System Analysis	Tourism subsystems, ecological constraints	Quantitative flows, qualitative surveys	Structured system representation	Understanding structure and constraints
TCCL Assessment	Optimal levels vs real flows	Capacity + usage + visitor profiles	Pressure levels and thresholds	Risk detection
Scenario Construction	Variable modification (flows, distribution, mix)	Alternative configurations	Multiple development scenarios	Exploring possible futures
Scenario Evaluation	Impact and trade-off analysis	Environmental, social, economic indicators	Comparative assessment	Strategic decision support
Planning & Actions	Selection of scenario(s) + measures	Policy priorities, local context	Strategies, action plans	Sustainable tourism implementation

Table 1 - From TCCL Analysis to Scenario-Based Planning

2.6 Planning Tourism in Harmony with Natural, Social and Economic Systems

In ecotourism contexts, planning cannot be based on generic models of tourism growth but must be grounded in the specific characteristics and limits of natural and territorial systems. Planning in harmony means aligning tourism dynamics with the ecological, social and economic rhythms of the destination.

Natural systems are governed by cycles of regeneration, seasonality and thresholds of resilience; local communities follow patterns of daily life, cultural practices and social organisation; local economies depend on a balance between tourism and other productive activities. Ecotourism planning needs to recognise and respect these rhythms, avoiding forms of development that compress, overload or disrupt them.



Within this project, the concept of ecotourism in harmony goes beyond a general sustainability principle. It implies:

- Temporal harmony: managing seasonality and daily peaks to align visitor presence with local rhythms
- Spatial harmony: distributing flows across the territory to avoid concentration and preserve sensitive areas
- Social harmony: ensuring tourism development is coherent with community values and quality of life
- Ecological harmony: maintaining tourism intensity within the regeneration capacity of natural systems

The TCCL tool, combined with the scenario-based planning approach, operationalises this vision by making limits visible, quantifiable and actionable — enabling destinations to design their ecotourism pathway in dialogue with the territory rather than against it.



3. The Two-Level Learning Architecture



3.1 Overview

The TO CARE MED training and knowledge transfer system is organised around a two-level architecture that ensures both methodological depth at transnational level and practical applicability at local level. These two levels are not sequential but iterative and mutually reinforcing: transnational events produce tools, scenarios and strategies that flow to local level; local workshops generate data, insights and context-specific knowledge that feed back into the refinement of shared resources at transnational level.

TRANSNATIONAL LEVEL	LOCAL LEVEL
<ul style="list-style-type: none"> • A1.1 Partners meetings + round tables + peer learning (Periods 1-5) • A1.3 Train-the-Trainers with international experts (Nov 2025) • A2.3 Online training on optimised TCCL for planning process 	<ul style="list-style-type: none"> • A1.1 LOCAL DWG establishment (multi-stakeholder governance body) (Period 1) • A1.4 Local stakeholder training workshops • A2.2 Customisation workshops + survey (data for baseline + TCCL) • A2.4 Local workshops to share and contextualise scenarios



<ul style="list-style-type: none"> • A3.1 Joint strategy co-design workshop (April 2026) • A3.5 Transfer events to destinations outside partnership • [Desk] TCCL tool optimisation + scenario elaboration for 5 pilot areas • [Desk] Joint MED Ecotourism Strategy (O3.1) drafting 	<ul style="list-style-type: none"> • A3.1 LOCAL Small-scale testing actions • A3.2 Co-planning workshops (DWG converges on action plan) • A3.3 Educational events for citizens, tourists, tour operators
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Figure 1 - Two-Level Architecture of TO CARE MED Training and Knowledge Transfer

3.2 Transnational Level: The ACT A1.1 Backbone

ACT A1.1 — Partners Meetings, Round Tables and Peer Learning (Transnational, all periods)

ACT A1.1 constitutes the structural backbone of the transnational knowledge process. It encompasses partners meetings, round tables and peer learning exchanges that span all four reporting periods of the project. Across the full project duration, the activity includes five in-person transnational meetings and additional online sessions, with periods 3 and 4 featuring both an in-person meeting and an online session to intensify knowledge exchange during the most critical phases of tool optimisation, scenario sharing and strategy co-design.

Period	Event	Format	Focus
Period 1	TM #1 Venice	In-person	Project kick-off; TCCL framework introduction; ecotourism in harmony principles
Period 2	TM #2 + A1.3 Venice	In-person	A1.1 Peer learning; A1.3 Train-the-Trainers (Nov 2025): TCCL methodology, scenario logic, materials production
Period 3	TM #3 - Murcia	In-person	TCCL scenarios for 5 pilot areas presented; sustainability recommendations; joint strategy co-design workshop (A3.1)
Period 3	Online RT #1	Online	Round table on scenario interpretation and action planning principles, Planning process
Period 4	TM #4 - Monensvasia	In-person	Review of local action plan progress; monitoring and adaptive management alignment
Period 4	Online RT #2	Online	Peer learning on testing outcomes; lessons learned exchange across destinations, Planning process
Period 4	TM #5 - Varna	In-person	Validation

Table 2 - ACT A1.1 Transnational Events by Period

ACT A1.3 — Train-the-Trainers (Transnational, in-person, November 2025)

The Train-the-Trainers event (November 2025) represents the core capacity-building moment at transnational level. Held in conjunction with TM #2, it is designed around a train-the-trainers model: selected representatives from each partner organisation are



equipped with the skills to apply the TCCL tool, interpret its results and transfer knowledge to local stakeholders. The event addresses: ecotourism in harmony and rhythm principles; the structure and logic of the TCCL tool; data collection and indicator frameworks; scenario construction and interpretation. Production of training materials for subsequent cascade use is also part of this phase.

ACT A2.3 — Online Training at Transnational Level (Optimised TCCL for Planning)

Following the optimisation of the TCCL tool based on data collected in the pilot areas (ACT A2.2) and the scenario elaboration phase, a dedicated online training session is organised at transnational level (ACT A2.3). This event equips partners and local trainers with the updated version of the optimised TCCL tool and focuses specifically on how to apply it within planning processes — connecting analytical outputs (scenarios, thresholds, recommendations) to strategic and governance decision-making. It prepares partners for the local training workshops (ACT A2.4) that follow.

ACT A3.1 — Joint Strategy Co-Design Workshop (at TM #3, Murcia)

Organised at the 3rd Transnational Meeting in Murcia, the joint strategy co-design workshop is the pivotal moment for the collective production of the Joint MED Ecotourism Strategy (O3.1). The workshop applies ecotourism in harmony principles to define shared strategic directions for Mediterranean ecotourism destinations. It is accompanied by a second workshop strand that explores how the joint strategy connects to local action plans, addressing governance frameworks, impact lines and alignment mechanisms. The scenarios and recommendations produced by the TCCL analysis for each of the five pilot destinations form the evidence base for both workshops.

ACT A3.5 — Transfer Events (Transnational, outside partnership)

Towards the end of the project, ACT A3.5 organises transfer events targeting destinations and organisations outside the project partnership, within the broader Interreg Euro-MED community. These events disseminate the methodological framework, the optimised TCCL tool, and lessons learned from the five pilot destinations, contributing to the replicability and upscaling of the TO CARE MED model across the Mediterranean region.

3.3 Local Level: The DWG Process

ACT A1.1 LOCAL — Establishment of the Destination Working Group (DWG)

At the start of local activities, each partner establishes the Destination Working Group — a structured multi-stakeholder body that serves as the governance and co-creation engine of the entire local process. The DWG brings together local authorities, tourism operators, environmental managers, cultural heritage organisations, community associations, protected area representatives and other relevant actors.

The DWG has a dual learning and decision-making mandate:



- On one side, it is a learning body: DWG members progressively build awareness of ecotourism in harmony, the TCCL tool and the concept of sustainability scenarios through a structured sequence of workshops and training activities
- On the other side, it is a governance body: the DWG makes collective decisions about which tested actions align with TCCL scenario recommendations and should be incorporated into the local action plan

The ultimate goal of the DWG process is to produce a Local Action Plan — a forward-looking governance document defining actions to be implemented after the project ends. The Action Plan is not produced by a committee vote but is assembled by a designated editor: an expert from within the DWG or from the partner organisation, who translates the collective decisions of the group into a structured, scenario-aligned planning document using the template derived from the Joint MED Ecotourism Strategy (O3.1).

A1.1 LOCAL	<p>DWG — Role and Ultimate Goal</p> <p>Engage stakeholders Educate citizens and tourists Learn TCCL + Harmony/Rhythm Strategy Test small-scale actions Assess sustainability (within TCCL limits or exceeding?) Co-decide which actions enter the Action Plan Produce a Local Action Plan oriented to post-project governance actions</p>
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ACT A1.4 — Local Stakeholder Training Workshops

Following the transnational Train-the-Trainers event (ACT A1.3, November 2025), local knowledge transfer workshops are organised in each pilot destination (ACT A1.4). These workshops cascade the knowledge from the master class to the broader local stakeholder community. They cover: the concept of ecotourism in harmony and the rhythm of sustainable tourism; awareness of tourism carrying capacity and why it matters for ecotourism destinations; the rationale for the TCCL approach and how it translates data into planning knowledge. The workshops are facilitated by the trained local trainers and adapted to the specific context and language of each destination.

ACT A2.2 — Customisation Workshops and Survey

A critical local activity is the organisation of customisation workshops with the DWG, combined with structured surveys and data collection sessions (ACT A2.2). The primary purpose is to gather destination-specific data enabling the optimisation of the TCCL tool and the construction of the baseline study (O2.1). Data collected covers: subsystem capacities (accommodation, mobility, services, natural environment, cultural attractions, community infrastructure); actual tourism flows and visitor profiles; seasonal and spatial distribution patterns; and stakeholder-assessed sustainability priorities.

These workshops are essentially working sessions — often combining meetings with desk data collection — whose outputs feed directly into the baseline study and into the TCCL tool optimisation process conducted by the transnational technical team. A guidance protocol for tool application in ecotourism contexts is also developed in parallel, ensuring methodological consistency across all five pilot areas.

ACT A2.4 — Local Workshops to Share and Contextualise Scenarios



Following the 3rd Transnational Meeting in Murcia and the ACT A2.3 online training on the optimised TCCL tool, each pilot destinations organises local workshops (ACT A2.4) to share the TCCL-derived scenarios with DWG members and local stakeholders. These workshops translate the technical outputs of the TCCL analysis into locally meaningful narratives, discussing the implications of different development pathways for the destination's specific natural, cultural, social and economic context. Stakeholders explore which scenario best reflects their sustainability vision and what governance measures would be required to remain within sustainable limits.

ACT A3.1 LOCAL — Small-Scale Testing Actions

Small-scale testing actions (ACT A3.1 local) allow selected interventions to be designed, piloted and assessed in real destination conditions before being considered for inclusion in the action plan. Each testing cycle consists of a planning workshop (where the DWG designs the action to be tested), the implementation phase, and an assessment workshop (where outcomes are evaluated against TCCL sustainability thresholds).

Testing actions carry an explicit right to fail: if an action exceeds TCCL limits or generates unacceptable impacts on tourism subsystems or the environment, it must NOT be included in the action plan. This principle is essential — it transforms testing into a genuine governance filter rather than a formality. Only actions demonstrated to be sustainable within the TCCL framework are eligible for inclusion in the final Action Plan.

ACT A3.2 — Co-Planning and Co-Design Workshops

Co-planning and co-design workshops (ACT A3.2) run in parallel with the testing phase. In these workshops, DWG members progressively converge on the content and priorities of the local action plan, drawing on TCCL scenario recommendations, the joint strategy's impact lines, and the evidence produced by testing actions. The co-planning process ensures that the action plan reflects genuine collective decision-making and is grounded in locally validated evidence. The designated editor uses the outcomes of these workshops to draft the final action plan document.

ACT A3.3 — Educational Events for Citizens, Tourists and Stakeholders

Educational events (ACT A3.3) are organised during or at the end of the project to build public awareness and social ownership of sustainable ecotourism practices. Target audiences include local citizens, tourists, tour operators and other stakeholders not already involved in the DWG process. These events use accessible formats — open workshops, information days, guided experiences — to communicate the key messages of the project: why tourism must remain within carrying capacity limits, what ecotourism in harmony means in practice, and how local communities can participate in governing their destination's sustainability.

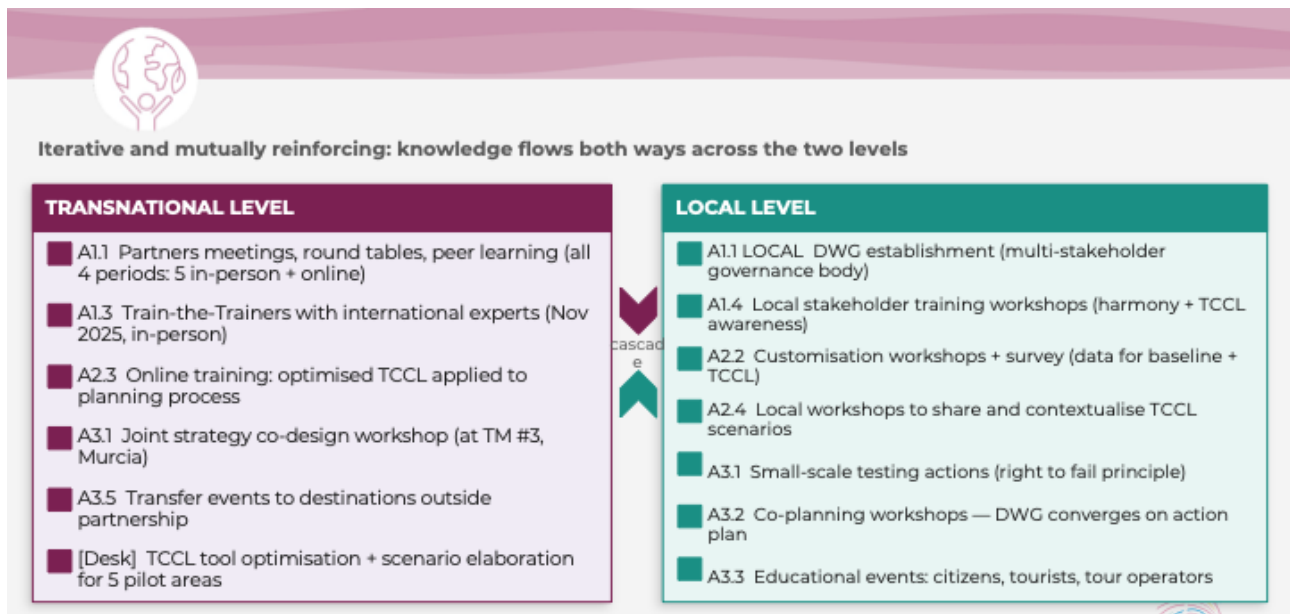
3.4 The Cascade Learning Cycle

The cascade learning cycle describes the flow of knowledge and practice between the two levels. It is not a one-way transfer from transnational to local, but a dynamic and iterative process that progressively generates stronger analytical tools, more contextualised strategies and more evidence-based action plans:



1. Transnational events (A1.1 TM, A1.3, A2.3) produce shared methodological knowledge, refined tools and strategic frameworks
2. Local workshops (A1.1 DWG, A1.4, A2.2) contextualise and apply this knowledge, generating place-specific data, insights and co-design outputs
3. Local data and insights (from A2.2 surveys, DWG sessions) feed back into the transnational technical process, improving TCCL calibration, enriching scenario analysis and strengthening the joint strategy
4. The optimised TCCL tool and updated scenarios are redistributed to local level through further training (A2.3, A2.4) for application and validation
5. The validated scenarios and joint strategy outputs inform local action planning (A3.1 testing, A3.2 co-planning), closing the cycle with tangible governance outcomes

This iterative process ensures that the final results — the optimised TCCL tool, the Joint MED Ecotourism Strategy and the local action plans — are genuinely co-produced through a process that integrates scientific rigour with local knowledge and participatory engagement.





4. Workshop Roadmap



4.1 Overview

The workshop roadmap translates the two-level architecture into a concrete sequence of activities across the 27-month project duration. Each activity is linked to a specific project reference (ACT code), a level of implementation (transnational or local), and a contribution to one or more of the three key results: (i) optimised TCCL tool, (ii) Joint MED Ecotourism Strategy (O3.1), (iii) local action plans.

The roadmap is organised in five phases reflecting the logical progression from foundation-building to action planning and dissemination. Activities at local level prepare and enrich transnational events; transnational outputs drive the subsequent wave of local activities. Desk activities — including baseline study preparation (O2.1), educational resource production and TCCL tool optimisation — run in parallel and support both levels throughout; they are not included in the roadmap table but are essential enabling activities.



Period	Activity (ACT)	Level	Description	Results Contribution
Period 1 — Foundation Transnational Launch and DWG Establishment				
1	A1.1 TM#1	Transnational	1st Partners Meeting: project launch, TCCL framework introduction, ecotourism in harmony principles	Shared conceptual start
1	A1.1 LOCAL	Local	Establishment of Destination Working Groups in each of the 5 pilot destinations	DWG activated; governance body ready
Period 2 — Knowledge Transfer & Data Collection				
2	A1.1 TM#2	Transnational	2nd Partners Meeting: peer learning exchange, review of local knowledge transfer progress, preparation for data collection phase	Shared learning; peer exchange
2	A1.3	Transnational	Train-the-Trainers event with international experts (Nov 2025): TCCL tool, scenario logic, ecotourism in harmony, training materials production	Trainers equipped; cascade ready
2	A1.4	Local	Local Stakeholder Training Workshops: transfer ecotourism in harmony, rhythm and TCCL awareness to local stakeholders	Local awareness built
2	A2.2	Local	Customisation workshops and DWG survey: collect data for baseline study (O2.1) and TCCL tool optimisation for each destination	Baseline data; TCCL optimised
Period 3 Scenario Development, Strategy Co-design & Initial Testing				
3	A1.1 TM#3 Murcia	Transnational	3rd Transnational Meeting (Murcia): TCCL scenarios for 5 pilot areas presented with sustainability recommendations	Scenarios validated
3	A3.1 at TM	Transnational	Joint Strategy co-design workshop: Joint MED Ecotourism Strategy in harmony (O3.1) + alignment with local action plans	Strategy framework drafted
3	A2.3 (masterclasses)	Transnational	Masterclasses on TCCL application, scenario-based planning, testing	Planning capacity strengthened



Period	Activity (ACT)	Level	Description	Results Contribution
			actions and action planning	
3	A2.4	Local	Local workshops: share TCCL scenarios with DWG and stakeholders; contextualise implications for local sustainability	Scenarios understood locally
3	A3.1 LOCAL	Local	Small-scale testing actions: design workshop + implementation + assessment workshop (right to fail principle applied)	Actions tested and evaluated
3	A1.1 RT Online	Transnational	Online Round Table (Period 3): scenario interpretation and action planning principles	Shared methodology; peer exchange
Period 4 — Planning, Adaptive Learning & Alignment				
4	A1.1 TM#4 (Monemvasia Sept 2026)	Transnational	4th Partners Meeting: review testing actions, action planning progress; knowledge exchange on testing outcomes	Lessons shared; strategies aligned
4	A1.1 RT Online	Transnational	Online Round Table (Period 4): peer learning on testing outcomes; adaptive management lessons	Adaptive knowledge shared
4	A3.2	Local	Co-planning and co-design workshops: DWG converges on local action plan aligned with scenarios, TCCL thresholds and joint strategy	Action plans co-designed
4	A3.3	Local	Educational events for citizens, tourists, tour operators and stakeholders on sustainable ecotourism practices	Awareness and public ownership
Period 5 — Final Transfer				
5	A3.5	Transnational	Transfer events: knowledge transfer to destinations outside partnership within Interreg Euro-MED community	Replicability and upscaling

Table 3 - Workshop and Activity Roadmap by Phase, Level and Results Contribution



4.2 Periods

Period 1 — Foundation Transnational Launch and DWG Establishment

The first Transnational Meeting (A1.1 TM#1 Venice May 2025) launches the project framework, introduces the TCCL approach and builds a shared understanding of ecotourism in harmony principles across all partner organisations.

DWG Establishment and Transnational Launch

Each pilot destinations activates the Destination Working Group (A1.1 LOCAL) — the multi-stakeholder governance body that will accompany the entire local process through to action planning. The DWG activation is not a one-off event but a structured process of engagement, bringing together local authorities, tourism operators, environmental managers, community representatives and other relevant actors around a shared commitment to sustainable ecotourism governance.

Where We Are Now

A systemic pathway from understanding destinations to achieving sustainable harmony · Murcia Transitional Workshop, April 2026



Period 2 Knowledge Transfer & Data Collection

Train-the-Trainers and Local Awareness

The 2nd Partners Meeting (A1.1 TM#2 Venice, November 2025) consolidates peer learning and prepares the ground for the data collection phase. The transnational Train-the-Trainers event (ACT A1.3, Venice, November 2025) equips selected partner representatives with the skills to apply and cascade the TCCL methodology and ecotourism in harmony principles to their local stakeholder communities. This is



complemented by local stakeholder training workshops (ACT A1.4) in each destination, which adapt the transnational content to local contexts, building initial carrying capacity awareness among DWG members and broader stakeholder communities.

Data Collection and Scenario Construction

Customisation workshops/local meetings (ACT A2.2) engage DWGs in structured data collection (survey) activities across all five pilot destinations, generating the empirical foundation for the baseline study and for the TCCL tool optimisation.

Period 3 Scenario Development, Strategy Co-design & Initial Testing

The 3rd Transnational Meeting (A1.1 TM#3, planned in Murcia April 2026) is the pivotal milestone: TCCL-based scenarios for each pilot destination are presented with concrete sustainability recommendations. At the same meeting, a dedicated co-design workshop (A3.1 at TM) advances the Joint MED Ecotourism Strategy (O3.1) and explores how strategy connects to local action plans.

Masterclasses

Masterclasses (ACT A2.3) on Testing actions and Action Planning and a Masterclasses about TCCL and scenarios-based Planning enrich the transnational experience in Murcia, and equip partners with recommendations for planning processes, prepare them to facilitate the next wave of local workshops.

Local workshop

Local scenario-sharing workshops (ACT A2.4) engage DWGs and stakeholders in interpreting and contextualising scenarios for their specific destination — exploring which development pathways align with their sustainability vision and what governance responses they require.

Testing actions

Small-scale testing actions (ACT A3.1 LOCAL) allow selected interventions to be designed, piloted and rigorously assessed against TCCL thresholds. The right to fail principle is explicitly applied: actions that exceed TCCL limits are excluded from the action plan, ensuring that only sustainability-validated measures are incorporated

Period 4 Planning, Adaptive Learning & Alignment

A 4th Partners Meeting (A1.1 TM#4, planned in Monensvasia September 2026) and round table ensure peer learning on testing outcomes and adaptive management approaches.

Co-planning workshops

Co-planning and co-design workshops (ACT A3.2) lead the DWGs to converge on a final local action plan.

Educational events

Educational events (ACT A3.3) build public awareness among citizens, tourists and tour operators. At transnational level, transfer events (ACT A3.5) disseminate lessons learned and the project model to the broader Interreg Euro-MED community.



Period 5

Transfer events

Transfer events (ACT A3.5) is implemented to increase the project outreach and impact, engaging with at least 2 destinations outside partnership within Interreg Euro-MED community.



5. Results oriented approach



The entire training and workshop roadmap is oriented towards three concrete and interrelated results. These results are not achieved in isolation but emerge from the progressive interplay between transnational and local activities across the project timeline.

5.1 Optimised TCCL Tool

The primary methodological result is the optimised version of the TCCL tool, calibrated on real data from the five Mediterranean pilot areas. The optimisation process is driven by:

- Data collected in customisation workshops (ACT A2.2) and baseline surveys feeding into the O2.1 Baseline Study
- Feedback from local trainers on tool usability and applicability in ecotourism contexts
- Integration of place-based ecological, cultural and community indicators
- Development of a guidance protocol for consistent tool application across diverse destination contexts

The optimised tool is a shared project resource, available to all partner destinations and designed for replication across other Mediterranean ecotourism contexts.

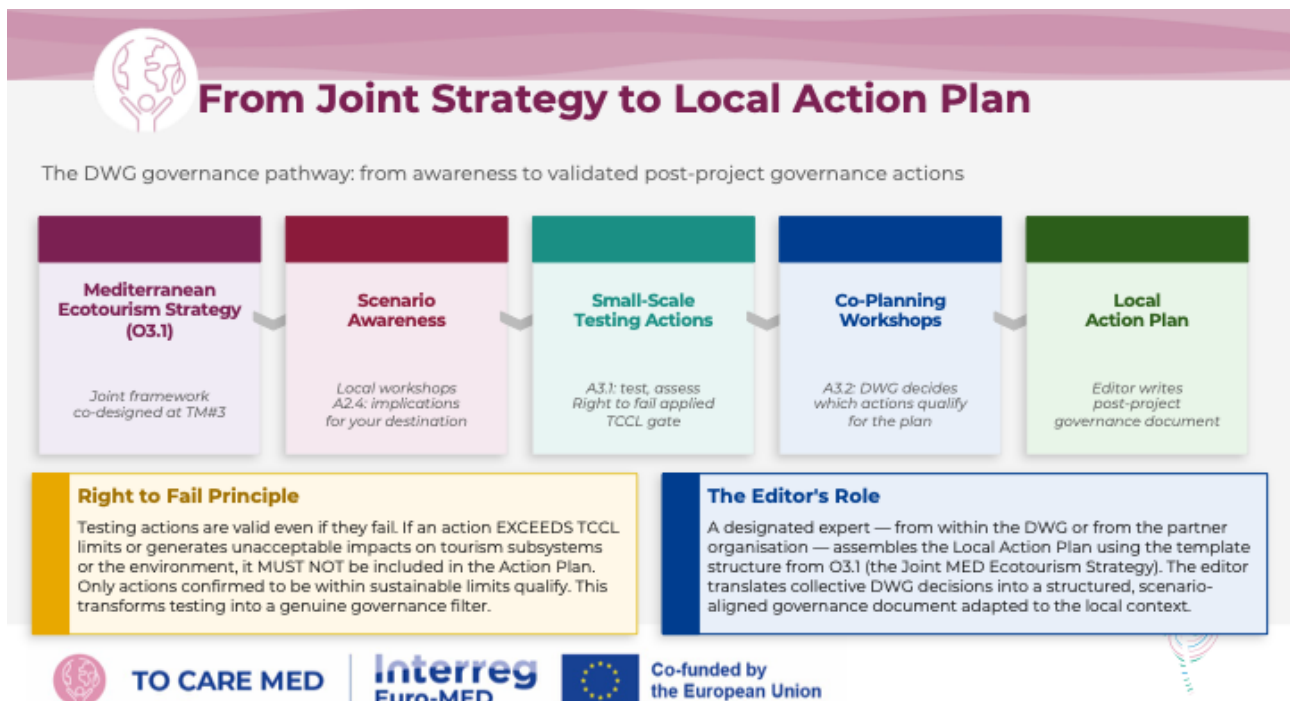


5.2 Joint MED Ecotourism Strategy (O3.1)

The Joint MED Ecotourism Strategy provides the strategic framework for sustainable ecotourism development across Mediterranean destinations. Co-designed at the 3rd Transnational Meeting in Murcia and progressively aligned with local action plans, the strategy is grounded in:

- Ecotourism in harmony principles — temporal, spatial, social and ecological harmony
- TCCL scenario-based recommendations on sustainability thresholds for each pilot area
- Shared strategic directions for nature, culture, community and economic sustainability
- Impact lines and governance frameworks for integrated destination management

The strategy provides the template framework that local editors use when assembling the Local Action Plans, ensuring coherence between the shared Mediterranean strategy and destination-specific governance priorities.





5.3 Local Action Plans

Local action plans are the most tangible product of the cascade learning process. Each pilot destination develops its own action plan through a participatory DWG process that integrates:

- TCCL analysis results and scenario recommendations specific to the destination
- Local strategic priorities aligned with the Joint MED Ecotourism Strategy (O3.1)
- Actions validated through small-scale testing pilots (ACT A3.1) and confirmed to be within TCC Limits
- Co-designed governance measures for flow management, experience diversification, stakeholder engagement and monitoring

The action plan is produced by a designated editor — an expert from within the DWG or the partner organisation — who uses the template derived from O3.1 and adapts it to the local context. The plan is oriented to post-project implementation, defining concrete actions that destinations will pursue under their own governance after the project ends. It is designed as a living document, updatable as monitoring provides feedback on outcomes.



6. Stakeholder Engagement and Destination Working Groups

6.1 The Role of DWGs in the TO CARE MED Process



Destination Working Groups are the central participatory mechanism of the local process. Activated in Phase 1 (ACT A1.1 LOCAL) and engaged throughout all five phases, DWGs bring together a diverse coalition of local actors whose collective knowledge, interests and decision-making power are essential for meaningful and durable outcomes.

DWG membership typically includes: local authorities and municipal administrations; tourism operators and DMOs; environmental and protected area managers; cultural heritage organisations; community and residents associations; and local technical experts. The DWG fulfils multiple roles across the project:

- Learning body: progressively builds awareness of TCCL, ecotourism in harmony and sustainable scenario planning through workshops and training activities
- Data provider: contributes local knowledge and destination-specific data during customisation workshops (ACT A2.2)
- Deliberative forum: collectively reflects on scenario implications and decides which tested actions align with sustainability commitments
- Co-creator: participates in co-planning workshops (ACT A3.2) to define the content and priorities of the local action plan



A designated editor within the DWG or the partner organisation then compiles and structures the collective decisions into the final Action Plan document, using the template derived from the Joint MED Ecotourism Strategy as the structuring framework.

6.2 Pilot Destinations

The five pilot areas of TO CARE MED represent a diverse range of Mediterranean ecotourism contexts:

- Monemvasia (Greece): coastal cultural heritage destination in the Peloponnese
- Pula (Croatia) coastal destination on the Adriatic rich in natural and cultural heritage
- Helena Black Sea (Bulgaria): emerging ecotourism area on the Bulgarian Black Sea coast
- Tiferno Umbria (Italy): inland nature-based ecotourism destination
- Murcia region (Spain): Mediterranean dryland ecotourism context

6.3 Adapting TCCL to Local Ecotourism Contexts

The application of the TCCL approach requires careful adaptation to the specific characteristics of each destination. Local contexts differ in terms of environmental sensitivity and ecological constraints, tourism intensity and development stage, availability and quality of data, and institutional capacity and governance structures.

During local workshops, DWG participants are supported in contextualising data and indicators to their destination, interpreting TCCL results in relation to local conditions, identifying critical subsystems and potential risks, and exploring scenarios aligned with territorial capacities and community priorities. This process ensures that the TCCL tool is applied as a flexible framework adapted to each destination, not as a rigid standardised model.



7. Monitoring and Evaluation

7.1 Evaluation Framework

The monitoring and evaluation framework assesses the effectiveness of the training programme and workshop roadmap in building capacities, transferring knowledge and generating the three target results. Evaluation is carried out across all phases, combining formative assessment (during activities) with summative assessment (at key milestones).

7.2 Key Indicators

Key indicators for monitoring include:

- Number and quality of A1.1 transnational events organised (in-person and online) per period
- Number and quality of local workshops organised per destination and per phase
- DWG activation level and engagement quality in each pilot area
- Number of participants trained at transnational level (A1.3, A2.3) and active as multipliers
- Completeness and quality of TCCL data collected per destination (ACT A2.2)
- Quality and contextual relevance of scenarios shared and understood at local level (ACT A2.4)
- Number and quality of testing actions implemented and assessed (ACT A3.1 LOCAL)
- Progress towards local action plan completion across pilot areas (ACT A3.2)
- Number and reach of educational events (ACT A3.3) and transfer events (ACT A3.5)

7.3 Feedback and Continuous Improvement

Feedback is systematically collected after each training and workshop activity using standardised forms (see Annex A.2). Feedback informs the continuous improvement of training content, workshop formats and tool usability. Reflections from trainers and facilitators are incorporated into the design of subsequent activities, ensuring that the programme remains responsive to evolving needs and contexts.



8. Conclusions



Output 1.2 presents a training and knowledge transfer programme that is fundamentally structured around the interplay between two levels: a transnational level where peer learning, methodological development and strategic co-design take place, and a local level where knowledge is contextualised, applied and transformed into governance outcomes.

The workshop roadmap described in this document provides partners, stakeholders and programme managers with a clear and detailed account of how the project's activities are sequenced, how they relate to each other, and how they collectively contribute to the three target results: the optimised TCCL tool, the Joint MED Ecotourism Strategy, and the local action plans.

Central to the approach is the commitment to ecotourism in harmony — a planning paradigm that moves beyond generic sustainability principles to embrace a dynamic, evidence-based alignment between tourism development and the ecological, social, cultural and economic rhythms of Mediterranean destinations. The TCCL tool, calibrated on real destination data and enriched with place-based dimensions, provides the analytical backbone for this vision.

The Destination Working Group is the governance mechanism that transforms knowledge into action at local level. Its role — learning, deliberating and co-designing — culminates in the production of a Local Action Plan that is evidence-based, scenario-informed and genuinely co-produced by the stakeholders who will be responsible for its implementation after the project ends.

The cascade learning cycle — where transnational knowledge flows to local level, local insights feed back into shared tools and strategies, and improved outputs are



redistributed for further application — ensures that the programme generates not only individual capacity building but genuine institutional and governance change across the five pilot destinations and beyond.



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Annexes



ANNEX 1

Transferable Learning Package for Ecotourism Planning within Carrying Capacity Limits. A Practical Guide for External Organisations and Destinations

Purpose	Translate the TO CARE MED training experience into an annex that external destinations can use without knowing project codes, internal acronyms or partnership procedures.
Main use	Capacity building, workshop design, scenario-based planning, small-scale testing and action plan preparation.

Suggested use: this annex can be attached to Output 1.2 or circulated independently as a compact handbook for municipalities, DMOs, protected areas, NGOs, park authorities and external facilitators.

A.1 Purpose of this Annex

This annex presents a practical, transferable version of the learning approach developed within TO CARE MED. It is designed for organisations that wish to understand tourism pressure, work within carrying capacity limits and adopt a scenario-based planning method for ecotourism development.

The text removes project-specific language and instead focuses on usable concepts, steps and learning modules that can be applied in different destinations, even where data, staff capacity or governance structures are limited.

A.2 Who can use this guide

This guide is suitable for local authorities, destination management organisations, regional tourism agencies, protected areas, park authorities, NGOs, consultants, planners and community-based organisations.

It is especially useful for destinations with high environmental or cultural value, emerging ecotourism areas, places experiencing seasonal pressure, and territories that want to prevent overtourism rather than react to it after impacts become visible.

A.3 The learning logic

The approach follows a practical progression:

Understand the destination system -> identify pressure and limits -> collect and interpret data -> compare scenarios -> test selected actions -> define an action plan -> monitor and adapt over time.

This sequence allows organisations to move from generic sustainability ambitions to concrete, evidence-based planning choices.



A.4 Transferable learning modules

The six modules below can be delivered as a full learning pathway or used separately according to local needs.

Module	Focus	What participants learn	Typical outputs
1	Ecotourism systems and sustainability	How tourism interacts with nature, community, economy and heritage; why sustainability means balance, not unlimited growth.	Shared understanding of the destination as an interconnected system.
2	Tourism pressure and carrying capacity	How pressure emerges through concentration, seasonality, behaviour and intensity of use; how to recognise early warning signals.	Initial map of risks, bottlenecks and sensitive areas.
3	Data and system analysis	How to identify subsystems, collect useful data and combine quantitative and qualitative information.	Basic dataset, indicator list and system profile.
4	Scenario-based planning	How to compare alternative futures by modifying visitor mix, timing, spatial distribution or use intensity.	Scenario matrix with options, trade-offs and implications.
5	Testing actions	How to pilot selected measures on a small scale and evaluate whether they stay within acceptable limits.	Short testing report using the right-to-fail principle.
6	Action planning and governance	How to translate evidence into realistic	Action plan, roadmap or implementation sheet.



Module	Focus	What participants learn	Typical outputs
		actions, stakeholder responsibilities and monitoring commitments.	

A.5 Suggested implementation path for external users

Step 1 - Awareness session

Introduce the concepts of tourism pressure, carrying capacity, ecotourism in harmony and destination systems. Build a common language before discussing data or actions.

Step 2 - Data and system review

Map the main subsystems of the destination, identify available data and discuss local vulnerabilities, seasonal peaks, congestion points and ecological constraints.

Step 3 - Scenario workshop

Develop and compare alternative futures. For example: reduce day-visitors pressure, distribute flows differently, promote longer stays, regulate access to sensitive areas.

Step 4 - Small-scale testing

Pilot one or more actions in a limited format. Assess whether they reduce pressure, improve visitor management or strengthen balance without creating new negative effects.

Step 5 - Action plan and follow-up

Select the most robust actions, assign responsibilities, define timing and indicators, and establish a simple review mechanism so the plan can evolve over time.

A.6 Core principles for application

Place-based	Adapt the method to local ecosystems, community rhythms, visitor patterns and governance realities.
Participatory	Involve public authorities, operators, environmental actors and community representatives early and continuously.
Evidence-based	Use data, observations and scenario comparison to support decisions rather than assumptions alone.
Preventive	Work before overtourism occurs; identify vulnerabilities early.
Adaptive	Review results, update scenarios and revise actions when conditions change.



Right to fail

Do not scale up actions that exceed acceptable thresholds or produce unacceptable trade-offs.

A.7 Minimum practical toolkit

- a simple destination system map
- a short indicator list for tourism pressure and carrying capacity
- a stakeholder workshop agenda
- a scenario comparison matrix
- a pilot-action assessment sheet
- an action plan template with responsibilities, timing and monitoring indicators

A.8 Expected benefits for external organisations

- better understanding of pressure on fragile destinations
- more efficient resource allocation across infrastructure, services and environmental assets
- greater ability to prevent seasonal overload or spatial concentration
- clearer dialogue between tourism development and nature conservation
- stronger stakeholder coordination and shared responsibility for local action
- more resilient tourism planning based on realistic scenarios rather than generic growth targets

Final note. This annex is meant to be understandable and usable outside the TO CARE MED partnership. It can be attached to Output 1.2 as a transfer-oriented annex or circulated as a compact stand-alone guide for external destinations.



ANNEX 2

Guidelines for DWG Facilitators

This annex provides operational guidance for partners and DWG members on implementing the training and workshop roadmap. It summarises the key steps and principles of the TO CARE MED learning process.

Steps in a Nutshell

6. Build knowledge — use transnational training events and educational resources to understand ecotourism in harmony, TCCL and scenario planning concepts
7. Activate your DWG — bring together local stakeholders around the shared goal of sustainable ecotourism planning and governance
8. Collect local data — use the customisation workshop and survey (ACT A2.2) to generate the data needed for the baseline study and TCCL calibration
9. Understand your TCCL scenarios — engage your DWG in exploring the sustainability scenarios developed for your destination and their implications (ACT A2.4)
10. Test and assess actions — design and implement small-scale testing actions; rigorously assess their sustainability using TCCL thresholds; apply the right to fail
11. Co-plan your action plan — use co-planning workshops (ACT A3.2) to converge on the content and priorities of the local action plan
12. Write the plan — the designated editor assembles the final action plan using the template from O3.1, adapting it to the local context
13. Engage and educate — organise educational events for citizens and tourists (ACT A3.3)
14. Monitor and adapt — use feedback indicators to adjust your approach over time
15. Share and disseminate — contribute lessons learned to the wider Interreg Euro-MED community through transfer events

Key Principles

- Flexibility: adapt the approach to your destination's specific context, data availability and institutional capacity
- Participation: DWG stakeholders are co-creators, not just participants — ensure active, meaningful engagement throughout
- Evidence-based: all planning choices should be informed by TCCL data and scenario analysis
- Right to fail: small-scale testing actions that exceed TCCL limits must not be included in the action plan
- Coherence: all local activities must remain aligned with the TCCL methodology and the Joint MED Ecotourism Strategy



Annex 3 Template — Activity Report and Learning Outcomes

Partner	
Destination / Pilot Area	
Activity Reference (ACT)	
Date	
Type of activity	Partners Meeting / Round Table / Workshop / Survey / Educational Event
Phase in Roadmap	Phase 1 / 2 / 3 / 4 / 5
Level	Transnational / Local
Format	In-person / Online / Hybrid
Number of participants	
Stakeholder categories involved	

Topics Covered (tick all that apply)

- Ecotourism in harmony and rhythm of sustainable tourism
- Tourism pressure and carrying capacity awareness
- TCCL tool application and interpretation
- Data collection and indicators for baseline study
- Scenario construction and analysis
- Joint MED Ecotourism Strategy (O3.1)
- Local action planning and co-design
- Small-scale testing actions and right to fail
- DWG governance and stakeholder engagement
- Monitoring and adaptive management
- Educational activities for citizens / tourists / tour operators
- Other: _____

Key issues raised	
Main learning outcomes	
TCCL data collected (Y/N)	
Scenario discussed (Y/N)	
Testing action assessed (Y/N)	
Testing action within TCCL (Y/N/partial)	
Action plan progress made	
Challenges encountered	
Improvements suggested	



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