



RETES

Resilience Enhancement in Tourism
through Education and Skills

Report on the Local Tourism & Disaster Risk Management Ecosystems



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RETES: Resilience Enhancement in Tourism through Education and Skills
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The report was developed with the contribution of the project partners, who provided data, analyses, mapping activities, and local studies relating to the five pilot areas involved across different European countries.

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The local contributions form the evidence and analytical basis of the report and reflect the specific characteristics of the respective local contexts, integrated within a common framework for analysis and comparison at European level.

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1. Introduction

The RETES project – *Resilience Enhancement in Tourism through Education and Skills* – addresses the growing need to strengthen the preparedness and resilience of tourism destinations in the face of climate-related risks, extreme weather events and natural disasters. Tourism areas are increasingly exposed to hazards such as wildfires, floods, heatwaves, landslides, coastal risks, earthquakes and severe storms, which may affect visitor safety, business continuity, local infrastructures, cultural and natural heritage, and the overall sustainability of destinations.

This report provides a comparative analysis of the local tourism and Disaster Risk Management ecosystems in the five RETES pilot areas: ADESIMAN territory in Spain, Bergamo in Italy, the Municipality of Malevizi in Greece, Limassol District in Cyprus and Kotor in Montenegro. It builds on the local mapping activities carried out in each area and integrates additional evidence collected through questionnaires, local workshops and partner contributions.

The purpose of the report is not to reproduce the five local mappings in full, but to identify common trends, territorial specificities, recurring vulnerabilities, cooperation gaps and emerging needs across the pilot areas. Particular attention is given to the interaction between tourism stakeholders and civil protection or emergency management actors, as well as to the preparedness of tourism operators, including small-scale, fragmented and alternative accommodation providers.

The findings presented in this report will support the next phases of the RETES project, in particular the development of a common cooperation methodology, the preparation of local action plans and the design of training materials and practical tools for tourism operators, trainers and relevant local stakeholders.

By consolidating evidence from different territorial contexts, the report aims to contribute to a shared understanding of how tourism destinations can

become better prepared, more coordinated and more resilient when facing climate-related and natural hazards.



2. Methodological Approach

The report is based on a comparative analysis of the five RETES pilot areas, using a combination of desk research, local mapping activities, questionnaires, local workshops and partner inputs.

The first source of information is represented by the five local mapping reports prepared by the project partners. These documents describe the geographical and administrative context of each area, the structure of the local tourism ecosystem, the main risk and vulnerability factors, the relevant Disaster Risk Management actors, the training landscape and the existing governance arrangements.

This evidence is complemented by data collected through questionnaires addressed to relevant stakeholders from the tourism, training and Disaster Risk Management sectors identified through the mapping activities. The questionnaires provide comparable information on risk awareness, preparedness levels, communication practices, training needs and existing cooperation mechanisms.

Local workshops were also organised to collect qualitative insights from key stakeholders. These workshops helped validate the findings of the mapping activities and questionnaires, while also identifying local priorities, practical challenges and possible areas for cooperation.

The analysis does not aim to provide five separate local reports, but to compare the findings across the pilot areas. The objective is to identify common trends, differences between territories, recurring gaps, specific needs and transferable practices that can support the next activities of the RETES project.

Given the diversity of the five pilot areas in terms of geography, tourism profile, governance systems and exposure to risks, the report adopts a synthetic and comparative approach. Local specificities are highlighted where relevant,

while the main focus remains on the project-level findings that can inform future cooperation, training and action-planning activities.



3. Overview of the Five Pilot Areas

The five RETES pilot areas represent different types of tourism destinations, including rural inland territories, urban and cultural destinations, coastal areas, mountain and semi-mountain contexts, and high-density heritage tourism sites. This diversity provides a useful basis for comparing how different tourism ecosystems are exposed to climate-related and natural hazards, and how local actors are organised to address risk prevention, preparedness and response.

Pilot area Country	Territorial profile	Tourism profile	Main relevance for tourism resilience
ADESIMAN territory, Cuenca (Spain)	Rural inland area composed of small and dispersed municipalities, with low population density and a supra-municipal coordination role played by ADESIMAN.	Rural and cultural tourism, linked to heritage sites, natural areas, slow travel routes, reservoirs and local traditions.	The dispersed settlement pattern, long response times and dependence on secondary roads make coordination, visitor information and local preparedness particularly relevant.
City of Bergamo (Italy)	Urban and provincial area combining a historic city, peri-urban hills, valleys, mountains and plains. It is strongly connected through the airport and regional transport networks.	Cultural tourism, city breaks, business travel, events, outdoor tourism and a growing extra-hotel accommodation sector.	The coexistence of high tourist flows, historic urban areas, outdoor destinations and fragmented accommodation requires stronger risk communication, multi-actor coordination and preparedness of small operators.

Pilot area Country	Territorial profile	Tourism profile	Main relevance for tourism resilience
Municipality of Malevizi (Greece)	Coastal, lowland and semi-mountainous municipality located close to Heraklion, with important natural, rural and urbanised areas.	Coastal tourism concentrated in Amoudara and Agia Pelagia, combined with potential for cultural, rural, religious and agri-tourism in the hinterland.	Strong seasonality, tourist concentration along the coast and exposure to multiple hazards require integrated preparedness involving tourism operators, local authorities and emergency actors.
Limassol District (Cyprus)	Large and diversified district including a dense coastal urban corridor, cultural and natural coastal zones, and Troodos foothill villages.	Coastal and urban tourism, marina and cruise tourism, business and conference tourism, cultural heritage, wine tourism, agri-tourism and mountain tourism.	The district combines high tourism density, critical infrastructures, rural and mountain vulnerabilities, and different hazard profiles, making it a strategic area for tourism-civil protection cooperation.
Kotor Bay (Montenegro)	Coastal and mountainous area located in Boka Bay, with a UNESCO-listed historic urban centre, maritime infrastructure and surrounding settlements.	Cultural and heritage tourism, cruise tourism, nautical tourism, private accommodation, gastronomy and outdoor activities.	High seasonal visitor pressure, cruise flows, heritage vulnerability, road congestion, marine risks and exposure to earthquakes, floods, landslides and wildfires create complex resilience challenges.

Overall, the pilot areas show significant differences in scale, tourism intensity, governance structures and exposure to hazards. At the same time, they share several common challenges:

- *the need to improve preparedness among tourism operators,*
- *the importance of clear communication with visitors,*

- *the role of local authorities in coordinating prevention and response,*
- *the need to strengthen cooperation between tourism stakeholders and Disaster Risk Management actors.*

This comparative overview provides the contextual basis for the following chapters, which analyse the tourism ecosystems, risk and vulnerability profiles, training landscapes and cooperation mechanisms identified across the five territories.



4. Comparative Overview of the Tourism Ecosystems

The five pilot areas present different tourism profiles, but they all include a combination of:

- *accommodation services,*
- *food and beverage providers,*
- *transport and mobility operators,*
- *tourism intermediaries,*
- *attractions, outdoor or thematic tourism providers,*
- *local networks or associations.*

These actors form the operational base of the tourism ecosystem and represent the main entry points for improving preparedness, risk communication and cooperation with Disaster Risk Management stakeholders.

The analysis shows that tourism ecosystems are not homogeneous. Some areas are characterised by dense and mature tourism systems, while others are more rural, dispersed or dependent on small-scale operators. This diversity has direct implications for resilience: highly concentrated destinations may face challenges related to crowd management and large-scale visitor flows, while dispersed or fragmented destinations may experience difficulties in reaching all operators and ensuring consistent communication during emergencies.

Tourism cluster	Main features across the pilot areas	Relevance for resilience
Accommodation	Includes hotels, resorts, boutique hotels, rural houses, guesthouses, B&Bs, tourist apartments, short-term rentals and private accommodation.	Accommodation providers are key actors for visitor information, emergency communication, evacuation guidance and continuity of services.
Food and beverage	Includes restaurants, bars, cafés, taverns, wine and gastronomy experiences, and hotel catering services.	These businesses are often direct contact points for visitors and can support risk communication, especially in high-density or outdoor tourism areas.
Transport and mobility	Includes airports, ports, public transport, taxis, private transfers, car rentals, tourist buses, maritime transport and local mobility services.	Mobility operators are essential for access, evacuation, visitor flow management and continuity during crisis situations.
Tourism intermediation	Includes tour operators, travel agencies, local guides, excursion providers, cruise operators and digital booking channels.	These actors influence visitor behaviour before and during trips and can help disseminate safety information and emergency instructions.
Attractions and visitor sites	Includes cultural heritage, UNESCO sites, museums, archaeological areas, beaches, natural parks, reservoirs, trails and rural landscapes.	Attractions are often the places where visitors are exposed to risks such as heat, storms, flooding, wildfires, crowding or difficult evacuation conditions.
Outdoor, sport and thematic tourism providers	Includes hiking, cycling, kayaking, diving, wine tourism, agri-tourism, cultural routes and nature-based experiences.	These activities often take place in exposed or remote environments, where preparedness, route planning and communication are particularly important.

Tourism cluster	Main features across the pilot areas	Relevance for resilience
Associations, networks and platforms	Includes tourism boards, business associations, chambers, hotel associations, local development agencies, cultural associations and community networks.	These structures can act as multipliers to reach fragmented operators and promote common procedures, training and cooperation mechanisms.

Accommodation is the most relevant cluster from a Disaster Risk Management perspective, because accommodation providers are often the first point of contact for visitors during an emergency. Across the five pilot areas, this sector includes both structured hotel systems and a large share of small-scale or alternative accommodation. In Bergamo and Kotor, the growth of extra-hotel, private and short-term accommodation is particularly relevant. In ADESIMAN, rural houses and family-run businesses are central to the local offer. In Malevizi and Limassol, hotels and resorts coexist with apartments, guesthouses, agri-tourism facilities and short-term rentals.

This fragmentation creates a clear challenge. Larger hotels and resorts are generally easier to reach through formal associations, licensing systems or institutional communication channels. Smaller and independent operators, instead, may have limited access to structured emergency information, training or protocols. This is particularly important for RETES, as fragmented accommodation providers may host visitors who are unfamiliar with local risks, language, evacuation procedures or alert systems.

The food and beverage sector is also highly relevant. In urban and coastal destinations, restaurants, bars and cafés are closely linked to visitor flows, nightlife, events and public spaces. In rural or mountain areas, **they often perform a broader social function**, supporting both residents and tourists. In some territories, such as ADESIMAN, the uneven distribution of hospitality venues also highlights the importance of local services for territorial accessibility and visitor support. From a resilience perspective, food and

beverage providers can contribute to the dissemination of basic safety messages, especially during heatwaves, storms, wildfire alerts or temporary restrictions affecting visitor areas.

Transport and mobility represent another critical component of the tourism ecosystems. The pilot areas include very different mobility systems:

- airport-based access in Bergamo and Malevizi,
- port and maritime mobility in Kotor and Limassol,
- road-based access in ADESIMAN,
- mixed urban, coastal and mountain mobility systems in several areas.

Transport operators are essential for managing tourist flows, supporting evacuations, ensuring access to emergency services and maintaining connectivity between attractions, accommodation areas and safe locations. Weaknesses in secondary roads, seasonal congestion, road isolation, or limited public transport can increase the vulnerability of both visitors and operators.

Tourism intermediation also plays an important role. Tour operators, travel agencies, local guides, cruise excursion providers and digital booking channels shape how visitors access destinations and experiences. They can therefore become strategic channels for preventive information, risk awareness and emergency communication. This is particularly relevant for organised tours, outdoor experiences, cruise tourism, cultural routes and excursions to areas exposed to heat, wildfire, storm, flood or landslide risks.

Attractions and visitor sites are highly diverse across the five areas. They include:

- cultural and heritage sites,
- archaeological parks,

- historic centres,
- UNESCO areas and museums,
- beaches, marinas, wetlands
- trails, reservoirs and mountain landscapes.

These assets are central to the attractiveness of the destinations, but they may also concentrate visitors in places that are vulnerable to natural or climate-related hazards. Open-air sites, heritage centres, waterfronts and outdoor routes require specific attention in terms of signage, visitor information, shelter, accessibility, crowd management and emergency planning.

Outdoor, sport and nature-based tourism is present in all pilot areas, although with different intensity. Hiking, cycling, water sports, boat tours, canyoning, kayaking, diving, wine routes and agri-tourism experiences increase the diversification of the tourism offer. At the same time, these activities may expose visitors to remote locations, difficult terrain, sudden weather changes, heat stress, wildfires or limited communication coverage. For this reason, outdoor and thematic tourism providers should be considered priority actors for training, prevention measures and coordination with local emergency services.

Finally, associations, tourism boards, chambers of commerce, destination management organisations and local development agencies represent a key layer of the tourism ecosystem. They can facilitate communication with operators, support stakeholder engagement and act as multipliers for training and awareness-raising activities. This is particularly important where tourism operators are numerous, dispersed or weakly connected to public authorities.

Overall, the comparative analysis highlights that the resilience of the tourism ecosystem depends not only on the presence of emergency services, but also on the capacity to involve tourism actors who interact directly with visitors. Accommodation providers, guides, transport operators, food and beverage businesses, attractions and local networks can all contribute to prevention,

preparedness and response if they are properly informed, trained and connected to local Disaster Risk Management structures.



5. Risk, Vulnerability and DRM Context

The five pilot areas present a multi-hazard risk profile, with different levels of exposure depending on their geographical, environmental, urban and tourism characteristics. Climate-related risks are particularly relevant across all areas, especially **wildfires, flash floods, heatwaves, severe storms** and **drought**. Other hazards, such as earthquakes, landslides, coastal erosion, marine risks and industrial risks, are more specific to certain territories.

From a tourism perspective, vulnerability is not only determined by the type of hazard, but also by the way tourism activities are organised in each area. High seasonal visitor flows, fragmented accommodation, outdoor tourism, cultural heritage sites, coastal concentration, limited road accessibility and lack of tourism-specific emergency procedures all influence the level of preparedness and response capacity.

Pilot area	Main hazards identified	Main tourism-related vulnerabilities	DRM and Civil Protection context
ADESIMAN, Spain	Wildfires, intense rainfall, flash floods, slope movements and heatwaves.	Dispersed rural settlements, long response times in some municipalities, dependence on secondary roads, and tourism resources spread across a wide territory.	DRM actors include Guardia Civil, fire stations, regional and municipal civil protection structures, volunteers, NGOs and critical infrastructure providers. ADESIMAN can play a coordination role, although formal tourism-civil protection protocols are not yet clearly structured.
Bergamo, Italy	Intense rainfall, flash floods,	Historic urban areas with high	The Italian civil protection system is organised on

Pilot area	Main hazards identified	Main tourism-related vulnerabilities	DRM and Civil Protection context
	hydrogeological risks, landslides, rockfalls, severe storms, hail, wind, heatwaves, urban heat stress and forest fires.	visitor density, outdoor tourism in valleys and mountain areas, seasonal peaks, events, and a fragmented extra-hotel accommodation sector.	municipal, provincial, regional and national levels. In Bergamo, the Municipality, Local Police, Civil Protection Unit, Prefecture, Province, Region and volunteer groups are relevant actors. Cooperation with tourism exists mainly in specific situations, such as events or weather emergencies, but is not yet fully systematic.
Malevizi, Greece	Earthquakes, forest fires, floods, landslides, heatwaves, drought and extreme weather events.	Strong seasonal increase in visitors, concentration of tourism along the coastal areas of Amoudara and Agia Pelagia, semi-mountainous settlements, elderly residents in some inland areas, and tourists unfamiliar with local risks and procedures.	The local DRM system includes the Municipality of Malevizi, the Region of Crete, Fire Service, Hellenic Police, Armed Forces, volunteer civil protection groups and the Red Cross. The Municipality has specific Civil Protection plans for earthquakes, floods, forest fires and other risks, and operates through a local coordination body.
Limassol District, Cyprus	Flash floods, heatwaves, wildfires, coastal erosion, coastal	Dense coastal tourism infrastructure, critical port and	Cyprus Civil Defence is the main DRM authority, supported by the Cyprus Fire Service, Joint Rescue

Pilot area	Main hazards identified	Main tourism-related vulnerabilities	DRM and Civil Protection context
	storms, road isolation, landslides and industrial or port-related risks.	marina facilities, high seasonal occupancy, open-air cultural sites, mountain villages with limited access, and growing short-term rental accommodation.	Coordination Centre, municipal civil protection units, Department of Environment, Cyprus Red Cross and academic actors such as CERIDES. The institutional framework is strong, but tourism-specific alert protocols, simulation exercises and guest evacuation training remain limited.
Kotor, Montenegro	Earthquakes, flash floods, tidal waves, storm surges, landslides, rockfalls, forest fires, marine risks, pollution risks and heatwaves.	UNESCO heritage vulnerability, cruise tourism pressure, high seasonal visitor concentration, road congestion, nautical traffic, historic buildings, outdoor activities and exposure of coastal and mountain areas.	The DRM system is led by the Ministry of Interior – Rescue and Protection Directorate, with the Territorial Unit for Rescue and Protection, the Municipal Rescue and Protection Service of Kotor, volunteer fire brigades and the Red Cross. <i>Kotor has relevant experience in training, awareness raising and exercises involving tourism stakeholders.</i>

Across the five pilot areas, **flash floods and intense rainfall** represent a common risk, although with different territorial expressions. In Bergamo, this risk is linked to dense urban areas, minor watercourses and the wider hydro-meteorological vulnerability of the pre-Alpine context. In Malevizi, flooding is

connected to streams, torrents and urbanised coastal areas such as Amoudara and Agia Pelagia. In Limassol, flash floods mainly affect the coastal urban corridor and river basins. In ADESIMAN, intense rainfall and flash floods are relevant in a dispersed rural area where accessibility may be limited. In Kotor, flash floods and tidal waves are linked to the specific morphology of Boka Bay and the exposure of low-lying waterfront areas.

Wildfire risk is also present in all pilot areas, although with different levels of relevance. In ADESIMAN, wildfires are one of the main hazards affecting rural and natural areas. In Bergamo, the risk is particularly relevant for the hilly, forested and mountain parts of the province. In Malevizi, forest fires are a major concern in areas such as Krousonas, Rodia and Tylisos, where vegetation, high temperatures and winds increase exposure. In Limassol, wildfires are particularly relevant in the Troodos foothills, peri-urban areas and western cultural or nature zones. In Kotor, Mediterranean vegetation, forest complexes and summer conditions increase the risk of fire occurrence and rapid spread in the hinterland of Boka Bay.

Heatwaves and **heat stress** are another cross-cutting issue. They are especially relevant in Bergamo's urban areas, including Città Alta and Città Bassa, where visitor flows and outdoor events may coincide with urban heat stress. In Malevizi and Limassol, heatwaves affect coastal tourism, open-air attractions and vulnerable groups. In ADESIMAN, heatwaves can affect outdoor routes, rural tourism and heritage visits. In Kotor, heatwaves during peak tourist season may increase risks for cruise visitors, outdoor tourists and people visiting exposed heritage areas.

Earthquake risk is particularly significant in Malevizi and Kotor. The Municipality of Malevizi is located in a seismically active area, with vulnerability linked also to older buildings and settlements. Kotor and the wider Boka Bay area are also exposed to high seismic risk, with additional concern due to the presence of historic buildings, churches, fortifications and dense seasonal tourism flows. In Bergamo, seismic risk is considered less dominant than hydro-meteorological risks, but remains relevant in a multi-hazard planning

perspective, particularly because of historic buildings and crowded urban areas.

Landslides and rockfalls are relevant in Bergamo, Malevizi, Limassol and Kotor. In Bergamo, they are particularly important for valleys, mountain roads and outdoor tourism. In Malevizi, semi-mountainous terrain and slopes along the road network create local instability, especially after prolonged rainfall. In Limassol, landslide and road isolation risks are mainly associated with the Troodos foothill villages. In Kotor, landslides and rockfalls are a major concern due to the steep terrain and unstable slopes around the bay.

Coastal and marine risks are particularly relevant in Limassol, Malevizi and Kotor. Limassol combines coastal erosion, port-related risks, marina activities and high-density seafront tourism. Malevizi has coastal tourism concentrations in Amoudara and Agia Pelagia, where floods, storms and coastal exposure may affect visitors and services. Kotor presents a specific marine risk profile due to cruise traffic, yachts, smaller boats, potential pollution, fuel leakage, vessel fires and limited maritime emergency resources.

The **DRM and Civil Protection systems** mapped in the five areas show different degrees of institutionalisation and tourism integration. Bergamo benefits from the structured Italian civil protection system, but the connection with tourism actors remains more operational than preventive. Malevizi has municipal Civil Protection plans and a local coordination structure, supported by regional and national actors and volunteer groups. Limassol has a strong institutional framework and advanced warning systems, but still shows gaps in tourism-specific drills, alert protocols and guest preparedness. ADESIMAN, as a rural and supra-municipal area, has a strong opportunity to use its territorial coordination role to connect municipalities, tourism operators, mobility actors and emergency services more systematically. Kotor presents a more consolidated experience in linking tourism and civil protection, including training, exercises and awareness-raising activities.

Overall, **the comparative analysis highlights that tourism resilience depends on the ability to connect existing DRM systems with the everyday operations of tourism actors.** Civil protection authorities, emergency services

and rescue organisations are already present in all pilot areas. However, the level of structured cooperation with tourism operators varies considerably. The main challenge is therefore not only to strengthen emergency response capacity, but also to improve prevention, risk communication, training and practical coordination before emergencies occur.



6. VET and Training Ecosystems

Vocational education and training actors play a strategic role in strengthening tourism resilience. Across the five pilot areas, the training landscape includes:

- formal VET providers,
- secondary and higher education institutions,
- universities and lifelong learning centres
- professional associations and business networks
- civil protection bodies and volunteer organisations.

These actors can contribute to the development of new skills related to risk awareness, emergency preparedness, visitor safety, crisis communication and cooperation with Disaster Risk Management authorities.

The analysis shows that the five pilot areas have different levels of training capacity and different degrees of connection between tourism education and Disaster Risk Management. In some areas, tourism education is already structured and diversified, while in others training opportunities are more limited, dispersed or dependent on local initiatives. In all cases, however, **the integration of Disaster Risk Management competences into tourism-related training appears as an area for further development.**

Pilot area	Main VET and training features	Relevance for RETES
ADESIMAN, Spain	The training offer is limited and geographically dispersed. Tarancon acts as the main node for VET provision, while municipal, associative and business training initiatives address topics such as	The area requires practical, flexible and locally accessible training formats, especially for micro-enterprises, rural tourism operators, cultural

Pilot area	Main VET and training features	Relevance for RETES
	visitor care, digital marketing, quality and sustainability.	associations and outdoor tourism providers.
Bergamo, Italy	The training ecosystem is articulated and multi-level, including accredited VET providers, hospitality schools, higher education and university-level programmes. ENAIP Bergamo is a relevant actor for tourism, hospitality and territorial promotion training.	Bergamo offers a strong basis for integrating Disaster Risk Management and resilience topics into existing tourism and hospitality training pathways.
Malevizi, Greece	The wider Heraklion and Crete area includes higher education and VET providers in tourism and hospitality, such as ASTEK, the Hellenic Mediterranean University and several certified training centres, including Oloklirosi.	The tourism training system is relevant for RETES, but Civil Protection training is mainly provided by municipalities, the Region of Crete and volunteer organisations rather than specialised VET centres.
Limassol District, Cyprus	The area includes tourism and hospitality education providers such as the Cyprus University of Technology, Vatel Cyprus and the Limassol 3rd Technical and Vocational School. Civil protection training capacity is linked to Cyprus Civil Defence, district offices and CERIDES.	Limassol offers a strong opportunity to connect tourism education, academic expertise and civil protection training through joint modules, exercises and awareness activities.
Kotor, Montenegro	The training ecosystem includes the University of Montenegro – Faculty of Tourism and Hospitality in Kotor, the Secondary Maritime School, hospitality training institutions in nearby Budva and the Training	Kotor provides a particularly relevant environment for connecting tourism, nautical tourism, heritage management and civil protection training, also

Pilot area	Main VET and training features	Relevance for RETES
	Centre for Rescue and Protection in Podgorica.	building on existing cooperation practices.

From a comparative perspective, three main types of training actors can be identified.

First, tourism and hospitality education providers are present in all pilot areas, although with different intensity. In Bergamo, Malevizi, Limassol and Kotor, the offer includes structured education and training pathways for hospitality, catering, tourism management, visitor services and destination development. These institutions represent an important channel to reach both future tourism professionals and workers already active in the sector. In ADESIMAN, the training offer is more limited and dispersed, reflecting the rural and low-density character of the territory.

Second, civil protection and emergency training is generally available through public authorities, rescue services, volunteer organisations and, in some cases, specialised training centres. However, this type of training is usually addressed to public staff, volunteers or emergency operators, rather than tourism professionals. Malevizi and Bergamo show this pattern clearly, as civil protection-related training is mainly organised through municipalities, regional or provincial authorities and volunteer groups. In Kotor, the Training Centre for Rescue and Protection and the experience of the Ministry of Interior provide a more structured basis for connecting emergency training with tourism-sector needs. In Limassol, Cyprus Civil Defence and CERIDES offer relevant expertise that can support training and exercise design.

Third, professional associations, chambers of commerce, tourism boards and business networks can act as multipliers. These organisations are particularly important because many tourism operators, especially small accommodation providers, restaurants, guides, excursion providers and family-run businesses, may not be directly connected to formal education systems. Through these intermediary bodies, training opportunities can be

disseminated more effectively and adapted to the practical constraints of tourism businesses.

A recurring gap across the five pilot areas is **the limited integration of Disaster Risk Management into ordinary tourism training**. Existing programmes often address safety, first aid, workplace risk prevention, customer care, sustainability or service quality, but they rarely include structured modules on climate-related risks, emergency communication with tourists, evacuation procedures, cooperation with civil protection authorities or business continuity during crises. This gap is particularly relevant for small and fragmented operators, which often have limited time, resources and access to formal training.

Another common challenge concerns **the need for flexible training formats**. Tourism operators may face seasonal workloads, limited staff availability and operational constraints that make long or highly theoretical courses difficult to attend. For this reason, short, practical and modular training units are particularly suitable. **Micro-learning, digital resources, scenario-based exercises and locally adapted materials can help overcome these barriers and support the progressive integration of resilience competences into daily tourism operations.**

The pilot areas also show **important opportunities**. Bergamo and Limassol have diversified training systems that can support **the integration of new content into existing education and professional development pathways**. Malevizi can build on the presence of certified training centres and active volunteer civil protection organisations. Kotor can provide practical experience in linking tourism stakeholders with rescue and protection structures. ADESIMAN can use its supra-municipal coordination role to promote shared training initiatives across a dispersed rural territory.

Overall, the VET and training ecosystems mapped in the five pilot areas confirm the relevance of developing practical learning tools tailored to tourism operators, trainers and local stakeholders. These tools should not replace existing training systems, but complement them by introducing

specific competences related to tourism resilience, Disaster Risk Management and cooperation with civil protection actors.



7. Cooperation and Governance Between Tourism and DRM Actors

The cooperation between tourism stakeholders and Disaster Risk Management actors is a central factor for strengthening the resilience of tourism destinations. The five pilot areas show that emergency management systems are generally active and well-established, while the level of structured integration with the tourism sector varies considerably. In most cases, cooperation exists during emergencies or specific events, but it is less developed in the prevention and preparedness phases.

The analysis highlights that tourism and DRM actors often operate within parallel systems. Civil protection authorities, fire services, police forces, rescue services and volunteer organisations have clear emergency roles, while tourism operators, associations, accommodation providers, guides and destination managers are closer to visitors and can play a key role in risk communication, early warning dissemination and practical support during crises. **The main challenge is therefore to connect these two systems through stable governance mechanisms, shared procedures and regular communication.**

Pilot area	Current cooperation and governance features	Main gaps and opportunities
ADESIMAN, Spain	Governance is based on a supra-municipal structure, with ADESIMAN acting as a coordination body across a dispersed rural territory. The Sustainable Tourism Plan at Destination offers an operational	⚠ Main gaps Formal protocols between tourism operators and civil protection actors are not yet clearly documented; communication across dispersed municipalities may be difficult;

Pilot area	Current cooperation and governance features	Main gaps and opportunities
	framework that could integrate risk prevention, visitor information and emergency preparedness.	small rural operators are not systematically integrated into preparedness mechanisms. ☑ Opportunities: ADESIMAN can act as a territorial coordination platform; the Sustainable Tourism Plan can be used to integrate safety, signage, visitor information and emergency preparedness; shared alert channels and basic protocols could be developed for routes, events and rural tourism facilities.
Bergamo, Italy	The civil protection system is structured across municipal, provincial, regional and national levels. Cooperation with tourism actors emerges mainly in relation to major events, high visitor flows, traffic management and weather-related emergencies.	⚠ Main gaps Cooperation remains mostly operational and episodic; shared procedures between tourism and civil protection are limited; the role of tourism operators in prevention and emergency communication is not clearly defined; fragmented extra-hotel accommodation providers are difficult to reach.

Pilot area	Current cooperation and governance features	Main gaps and opportunities
		☒ Opportunities The existing multi-level civil protection system provides a strong institutional basis; tourism, event management and local authority networks can be better connected; targeted training and simple communication protocols could improve preparedness among small and alternative accommodation providers.
Malevizi, Greece	The Municipality has civil protection action plans, a local coordination body and procedures for public information. Cooperation with tourism actors takes place mainly through municipal and regional mechanisms, especially during emergencies affecting visitors or tourism infrastructures.	☐ Main gaps Formal agreements between tourism actors and civil protection are limited; tourism operators are not yet systematically involved in prevention, drills or structured preparedness activities; seasonal coastal pressure increases the need for clear visitor-oriented procedures.
		☒ Opportunities Municipal civil protection plans can be linked more directly with tourism operators; coastal areas such as Amoudara and Agia Pelagia can become priority areas for cooperation; volunteer groups, local authorities and tourism businesses can be involved in joint awareness and preparedness actions.

Pilot area	Current cooperation and governance features	Main gaps and opportunities
Limassol District, Cyprus	The institutional DRM framework is strong, involving Civil Defence, Fire Service, municipal civil protection units, Red Cross, CERIDES and national coordination structures. Tourism safety requirements are partly embedded in licensing and fire protection compliance for tourism establishments.	⚠ Main gaps Cooperation is mainly compliance-based or incident-driven; tourism-specific alerting procedures, guest evacuation protocols and regular joint drills are limited; marinas, hotels, tour operators, attractions and short-term rental providers are not yet fully connected within a shared preparedness framework.
		✅ Opportunities The strong institutional and academic DRM capacity can support joint training and exercises; existing safety compliance mechanisms can be expanded into broader preparedness procedures; cooperation can be strengthened in coastal, port, marina and mountain tourism contexts.
Kotor, Montenegro	Kotor presents the most advanced example of cooperation between tourism and civil protection among the five pilot areas. Tourism actors are involved in risk assessment, rescue and protection planning, awareness campaigns, education workshops and exercises.	⚠ Main gaps Participation of smaller tourism operators, private accommodation providers, nautical tourism actors and heritage-site managers could be further consolidated; high seasonal pressure and cruise tourism require continuous coordination and updating of procedures.

Pilot area	Current cooperation and governance features	Main gaps and opportunities
		☒ Opportunities Kotor provides a transferable cooperation model for the other pilot areas; existing experience in exercises, awareness raising and institutional involvement of tourism actors can inform the development of common methodology; the local model can be further adapted to heritage, maritime and high-density tourism contexts.

Across the five pilot areas, cooperation between tourism and DRM actors can be grouped into three main levels.

The first level **is operational cooperation during emergencies**. This is visible in all pilot areas, although with different degrees of maturity. In Bergamo, coordination is activated in relation to large events, visitor flows and weather-related critical situations. In Malevizi, local authorities and regional bodies coordinate during major incidents, including evacuations or emergency communication affecting residents and visitors. In Limassol, operational interaction is visible during high-impact events, when tourism areas may become involved in evacuation, sheltering or continuity measures. In ADESIMAN, emergency response is influenced by the dispersed rural structure and the role of public safety, fire services and local actors. In Kotor, operational cooperation is more structured and includes previous experience with exercises involving tourism stakeholders.

The second level is institutional or regulatory cooperation. This is less homogeneous. Limassol provides an example of a formal interface through licensing and fire safety requirements for tourism establishments, although this does not yet represent a comprehensive cooperation model. Kotor shows a stronger institutional connection, as the tourism sector contributes to risk assessment and rescue and protection planning. In ADESIMAN, the supra-municipal governance role of ADESIMAN and the Sustainable Tourism Plan at Destination offer a potential institutional framework, but formal links with civil protection still need to be developed. In Bergamo and Malevizi, institutional cooperation exists mainly through the general civil protection system, rather than through tourism-specific governance mechanisms.

The third level is preventive cooperation, including awareness raising, training, joint planning and exercises. This is the area where the main gaps emerge. Kotor already has experience in education workshops, evacuation exercises and awareness campaigns involving tourism actors. Malevizi benefits from active volunteer groups and municipal civil protection planning, but the link with tourism training could be strengthened. Bergamo has strong institutional and training resources, but prevention measures specifically addressed to tourism operators are not yet systematic. Limassol has advanced institutional and academic DRM expertise, but tourism-specific drills and shared procedures are still limited. ADESIMAN has a clear opportunity to integrate prevention into routes, events, signage, visitor communication and rural tourism services.

A recurring issue across the pilot areas is the fragmentation of the tourism sector. Small accommodation providers, guesthouses, B&Bs, short-term rentals, restaurants, guides, outdoor operators and family-run businesses are often difficult to reach through standard institutional channels. This is particularly relevant in Bergamo, Kotor, ADESIMAN and parts of Limassol and Malevizi. These actors interact directly with visitors and may be the first to provide information or support during an emergency, but they are not always included in formal preparedness processes.

Another important issue concerns **communication**. DRM systems generally have alerting and public information procedures, but these are not always adapted to the needs of tourists. Visitors may not know local risks, emergency numbers, evacuation routes, language-specific instructions or the role of local authorities. Tourism operators can act as intermediaries, but they need clear, simple and reliable information from civil protection actors. This requires agreed communication flows, multilingual materials, contact directories, seasonal alerts and practical guidance for operators.

The analysis also shows that tourism associations, destination management bodies, chambers of commerce, professional networks and VET providers can play an important bridging role. They can help reach fragmented operators, promote training opportunities, support dissemination of risk information and facilitate structured dialogue with civil protection authorities. In this perspective, governance should not rely only on direct relations between public authorities and individual businesses, but should use intermediary organisations as multipliers.

Overall, the five pilot areas confirm that cooperation between tourism and DRM actors is already present, but often remains informal, reactive or limited to specific situations. **The main need is to move towards a more preventive and structured model of collaboration.** This should include:

- clearly identified contact points,
- shared procedures,
- regular exchanges between tourism and civil protection actors,
- practical training and joint exercises
- visitor-oriented risk communication tools.

The findings of this chapter provide a direct basis for the next analytical step of the report. They show that strengthening tourism resilience requires not only better skills among individual operators, but also improved governance

arrangements that connect tourism, training, local authorities and emergency management actors before crises occur.



8. Comparative analysis of Questionnaire results: needs, gaps and opportunities

This chapter presents the main findings emerging from the stakeholder questionnaires circulated in all project countries in the data collection phase. It provides a comparative overview of common vulnerabilities, recurring cooperation needs and gaps, training needs, and transferable good practices across partner territories.

The purpose of the surveys was to gather more detailed insights from the two primary stakeholder categories targeted by the project: actors from the tourism sector and actors from the civil protection and emergency management field. VET providers were included as additional added-value stakeholders in order to capture their perspective, given that one of the main objectives of the RETES project is to develop a training programme that can be delivered and integrated by these institutions. The questionnaire enabled project partners to analyse the current state of cooperation mechanisms between these sectors, including the existing relationships, communication practices and local dynamics that influence cooperation in each target area.

The information collected also contributes to assessing the vulnerability of the project areas to climate-related crises and extreme weather events, with the aim of identifying the main risks affecting tourism destinations and the preparedness needs of tourism operators. In this sense, the survey findings provide an evidence base for defining future training priorities, cooperation models and local action planning activities within the RETES project.

Overview of respondents

Partners received a **total of 161 responses** to the stakeholder surveys, with each partner country receiving approximately 30 responses. The largest group

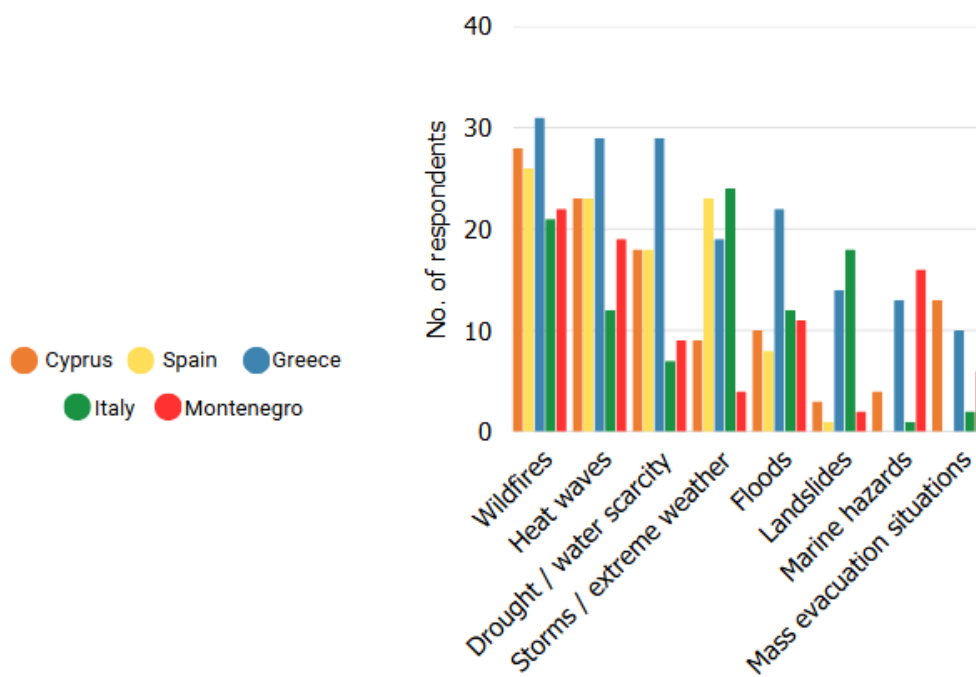
of respondents came from the tourism sector, with 77 participants representing hotels and resorts, other accommodation providers, tour operators, tourism associations, destination managers and food and beverage businesses. Other relevant categories included 29 local, regional and public authority respondents, 12 respondents from research institutions, and 13 respondents from civil protection agencies. Several respondents operate across more than one administrative level, including district, municipal, regional and national levels. The sample also includes participants with different levels of professional experience, ranging from junior profiles with fewer than five years of experience to senior professionals with more than ten years of experience.

Analysis results

Risk exposure and territorial vulnerability

The first part of the analysis asked respondents to identify the types of disaster risks caused by climate change that currently affect, or could potentially affect, tourist destinations in their area. The three most frequently reported risks among all countries, with slight variations in Italy and Montenegro, were **wildfires, heatwaves and drought or water scarcity**, which clearly reflect the increasing exposure of Mediterranean tourism destinations to climate-related hazards, particularly during the summer season, when high temperatures, visitor flows and pressure on local resources often overlap. For Italian respondents, extreme weather was the most severe risk, while for Montenegro the 3rd most severe risk perceived was marine hazards (i.e. storm surges, erosion, marine ingressions, etc.).

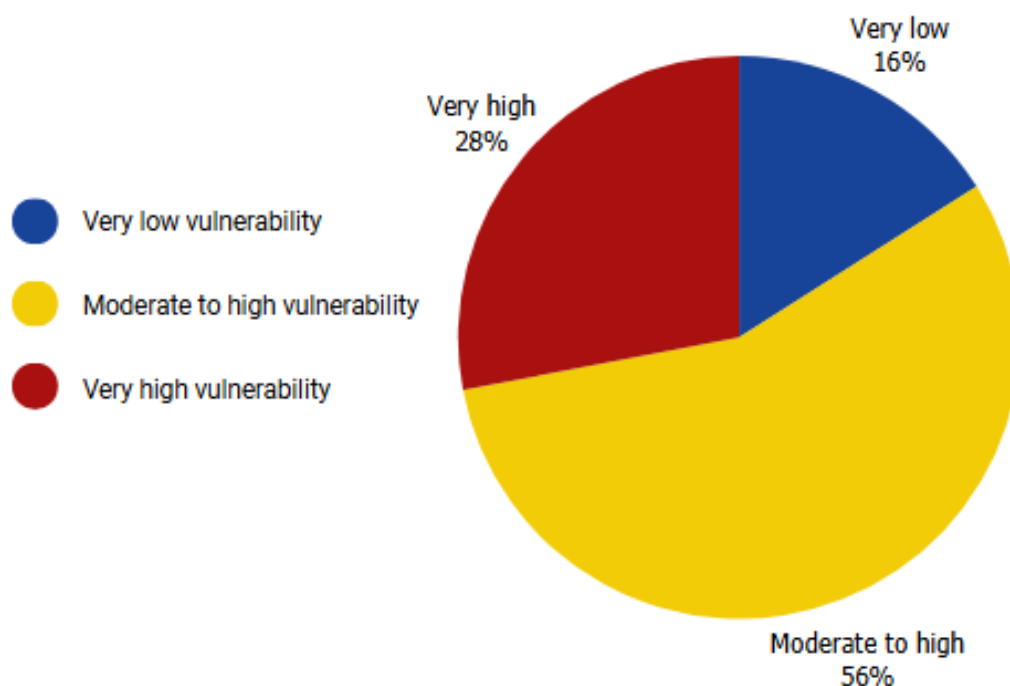
Most relevant disaster risks enhanced by climate change affecting each country



Note: Data shown are aggregate responses, not individual respondents, due to multi-choice format

The majority of respondents also indicated that **local tourism destinations show a moderate to very high level of vulnerability to emergency situations**. This finding suggests that tourism areas are perceived as exposed not only because of the nature of the hazards themselves, but also because of the characteristics of the tourism sector, including seasonality, concentration of visitors, the presence of people unfamiliar with the territory and the need to protect both residents and tourists during crises.

How would you assess the vulnerability of tourism destinations in your region to emergency situations?



Frequency and quality of cooperation mechanisms

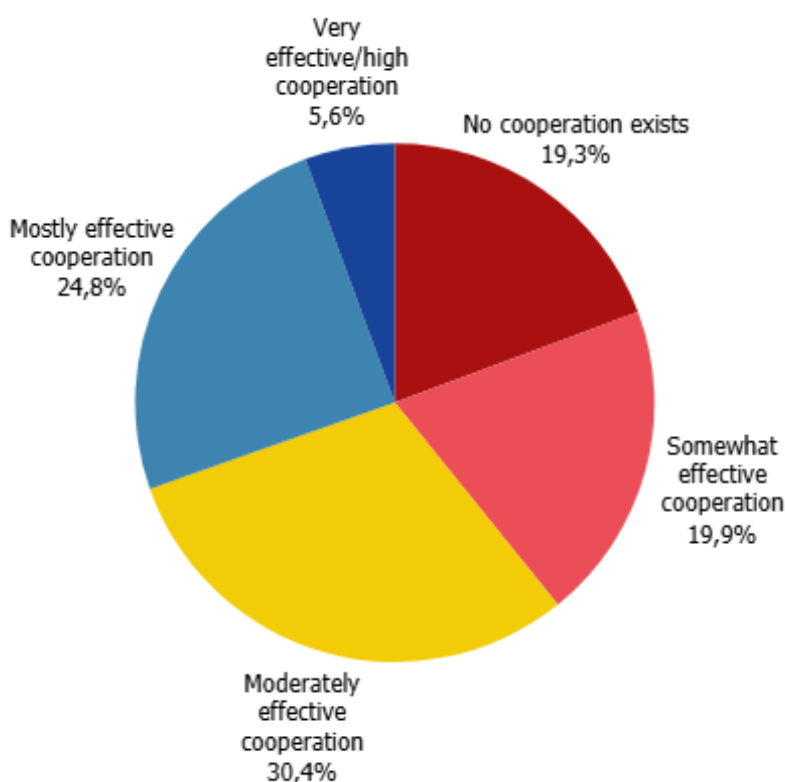
The second part of the survey focused on cooperation between civil protection authorities and tourism stakeholders, with particular attention to the frequency and quality of existing cooperation mechanisms. **A majority of respondents (59% – 95 respondents) reported that they had rarely or never been involved in cooperation activities between the two sectors**, while the countries with the highest majorities of respondents participating occasionally or frequently in cooperation activities are Montenegro and Cyprus. This result points to a recurring gap across the project territories: cooperation exists in some cases, but it is not yet systematic, regular or fully embedded in local preparedness practices.

Among respondents who had participated in cooperation activities, the **most frequently reported situations were training exercises and information-**

sharing initiatives. Many respondents also indicated participation in emergency response/crisis communication and preparedness planning/risk assessment activities. Most of these activities took place at local level, particularly within municipal or regional frameworks, confirming the importance of local-level coordination, while also suggesting the need for stronger institutional support and more consistent procedures across levels of governance.

When asked to assess the **effectiveness of existing cooperation mechanisms, around 60% (98) of respondents rated them as moderately to highly effective.** Responses show that effective cooperation depends on a number of key conditions: **structured and continuous communication, clear coordination procedures, and well-defined roles and responsibilities.** Additionally, the need for direct communication channels, shared protocols, regular information exchange, and timely decision-making emerged as a common priority.

Effectiveness of existing cooperation mechanism (1–5 low to high)



Some respondents also provided qualitative insights on specific emergency situations where cooperation mechanisms had been managed effectively, which include the COVID-19 pandemic, wildfires, floods, earthquakes, and hotel/large-scale tourist evacuation exercises and operations. While many respondents reported having little or no personal experience, or else the absence of systematic or organised cooperation mechanisms, those with experience noted the **most significant factors that contributed to this success include good communication and having clear roles and well-defined leadership**, in addition to having data sharing mechanisms and established emergency plans.

What would be the ideal cooperation mechanism between tourism and civil protection authorities?

“

Italy: Training and exercises play an important role, as do communication technology platforms. It requires the engagement of authorities at multiple levels, the review of procedures and their adaptation (e.g. outdated contingency plans) to new environmental and climatic conditions, and the political will to allocate adequate funding.

“

Greece: Common protocols, data exchange and regular preparedness exercises are important. In general, cooperation without bureaucracy and quick reaction when needed.

“

Montenegro: Constant communication - designating a single contact person in crisis situations, a precisely defined form of cooperation in terms of available capacities and services.

Can you describe an emergency situation in your area in the past where cooperation between tourism stakeholders and civil protection authorities worked well?

“ Montenegro: In 2017, the evacuation of tourists from Cape Veslo (Lustica peninsula) during a fire. Local self-government with its Secretariats, private room issuers - accommodation services and private tourist vessels were involved in order to safely evacuate them.

“ Cyprus: A good example of effective cooperation was during the large wildfire in Limassol in 2023, when accommodation had to be arranged for foreign firefighting teams. Despite the high tourist season, tourism authorities, hotel associations, and public authorities worked together to secure accommodation and support the emergency response.

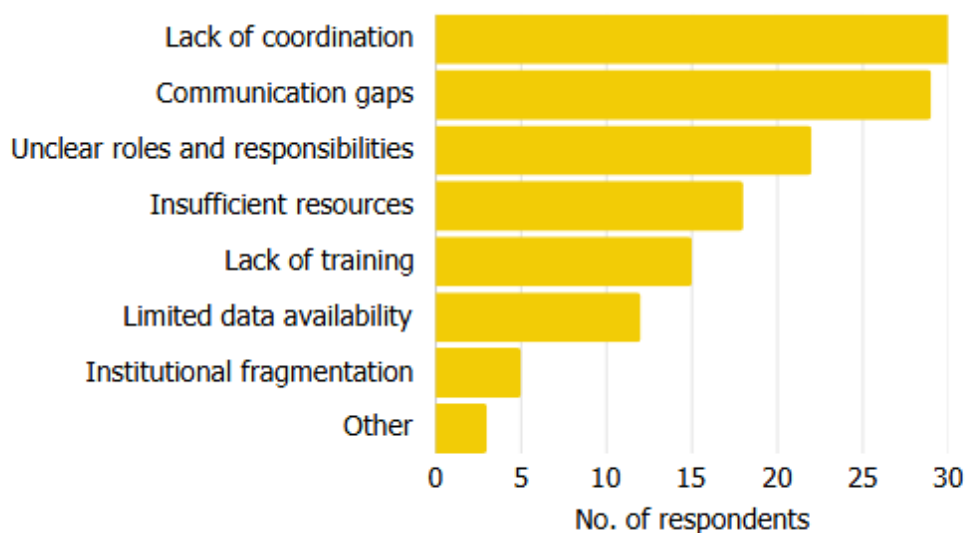
Factors that contributed to successful cooperation



Note: Data shown are aggregate responses, not individual respondents, due to multi-choice format

On the other hand, approximately one fifth of respondents reported unsuccessful cooperation experiences, while many others (~37% - 60 respondents) were unsure whether their experiences could be considered successful or not. The **main weaknesses** identified in unsuccessful cases mirror the factors associated with successful cooperation: **lack of coordination, communication gaps and unclear roles and responsibilities**. Respondents also underlined that emergency response improves when roles, procedures, evacuation plans and warning systems are defined in advance and regularly tested through joint exercises. Timely information-sharing, mutual trust, leadership, adequate resources and a shared commitment among all actors were also considered essential.

Factors that contributed to unsuccessful cooperation



Note: Data shown are aggregate responses, not individual respondents, due to multi-choice format

Which lessons were learned from these [unsuccessful] experiences?

“

Greece: Good communication combined with coordination and training bring results.

“

Montenegro: Tourism workers and accommodation providers should receive training in civil protection and disaster risk management, including basic firefighting and first-aid training, in order to be better prepared for emergency situations.

“

Italy: The importance of cooperation with Civil Protection authorities, especially in ensuring support during events open to the general public.

“

Spain: Good coordination of agents is essential, as well as a clear assessment of risks and knowing how to address them if they materialize, being foresighted.

These findings highlight a clear cooperation need across the project territories. Although some positive examples exist, **cooperation between tourism and civil protection actors remains largely occasional and dependent on specific circumstances**. A more structured model is needed, based on permanent communication channels, shared planning, clear responsibilities and regular joint preparedness activities.

Relevant actors and good practices

Successful cooperation between civil protection authorities and tourism operators depends on the active involvement of a broad set of relevant actors. Aside from civil protection authorities, respondents identified **emergency services and the media as essential stakeholders needed for effective cooperation models**. Municipalities, regional authorities and transport departments were also considered highly relevant, reflecting the need for collaboration across administrative, operational and communication functions, while tourism boards/destination management organizations, hotel associations, tour operators, private sector networks and technology providers were deemed significantly pertinent.

On the other hand, NGOs, volunteer organisations and trade associations received comparatively lower relevance scores, although their contribution was still considered important by many respondents. This suggests that cooperation mechanisms should not be limited to formal public institutions, but should also include a wider network of actors able to support preparedness, communication, logistics and response.

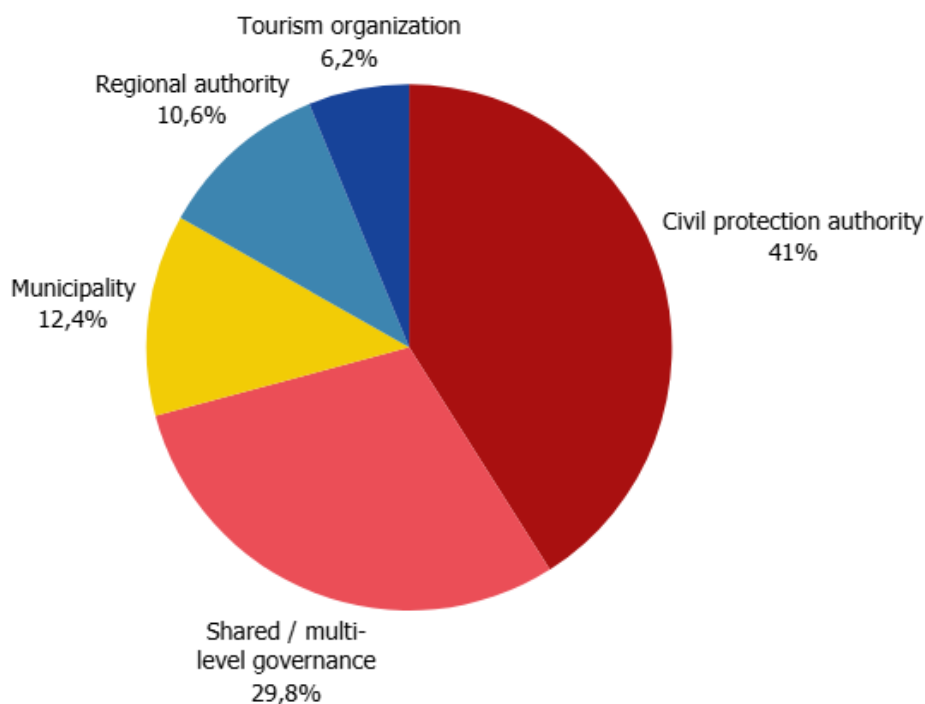
Relevance of actors that should be involved in cooperation between civil protection and tourism operators

Actors	CY	ES	GR	IT	ME	Total
Civil protection authorities	Essential	Essential	Essential	Essential	Essential	Essential
Emergency services	Essential	Essential	Essential	Essential	Essential	Essential
Media	Essential	Essential/important	Essential	Essential	Essential/important	Essential
Municipalities	Essential/important	Essential	Essential	Essential	Essential/important	Mostly essential
Regional authorities	Essential/important	Essential	Essential	Essential/important	Important	Mostly essential
Transport authorities	Essential/important	Important/essential	Essential/important	Important	Important/essential	Mostly essential
Tourism boards / DMOs	Essential/important	Essential/optional/important	Essential/important	Optional/essential/important	Important	Important
Hotel associations	Essential/important	Important/optional	Essential/important	Essential	Important/optional	Important
Tour operators	Important/essential	Optional	Important/essential	Important/optional	Important/optional	Important
Private sector networks	Important	Important	Important/essential	Important/optional	Important/optional	Important
Technology providers	Important/essential	Important/optional	Essential/important	Important	Important/optional	Important
NGOs / volunteer organisations	Essential/important/optional	Important/optional	Essential/important	Essential/optional/important	Important	Mostly important
Trade associations	Important/optional	Important/optional	Important/optional	Essential/important	Important/optional	Mostly important or optional

Note: The colour scale represents degree of importance. Darker red is more essential, lighter red is more optional. Purple represents a subject with no clear majority among respondents

With regard to governance, **41% (66) of respondents** (strongest support in Cyprus and Greece) **considered civil protection authorities to be the most appropriate lead actor** for cooperation mechanisms; at the same time, **nearly one third of respondents supported a shared or multi-level governance approach**, which was strongly felt among Italian and Montenegrin stakeholders. This indicates that while civil protection authorities are expected to provide technical and operational leadership, effective cooperation also requires shared responsibility and active participation from tourism stakeholders and local institutions.

**Which entity should take the leading role in a cooperation model between
Civil Protection authorities and tourism operators?**



When asked about **existing good practices**, **most respondents stated that they were not aware of any structured examples**. Among the limited number of examples provided, the most frequently cited practices included fire prevention measures, evacuation plans for different emergency scenarios, collaboration networks, policies, training activities, dedicated response teams and rescue operations. **The elements that made these practices successful** were:

- joint emergency planning;
- early warning systems; and
- regular joint exercises and training programmes.

Description of good practices

“

Italy: I have experience of active collaboration in the Province of Varese, as our training organisation actively cooperates with the local Civil Protection authorities in this area and has taken part in several dedicated awareness-raising initiatives.

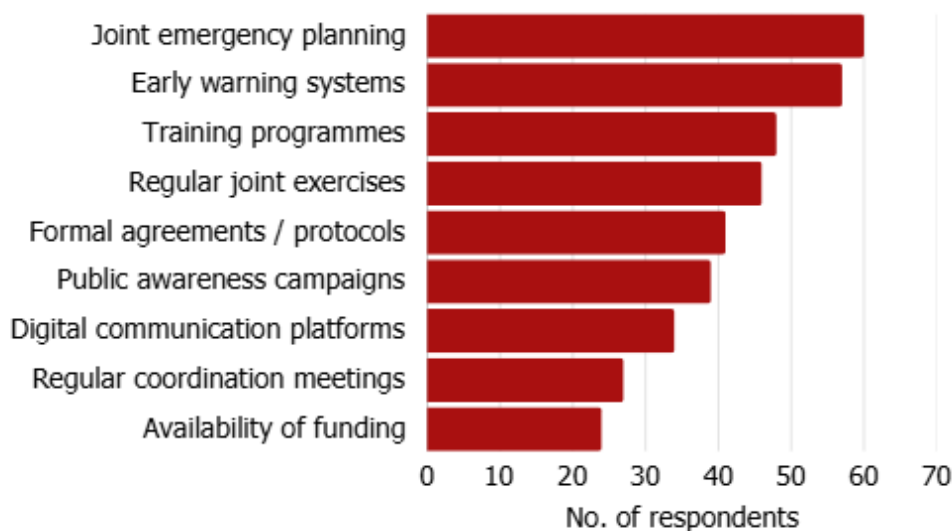
“

Montenegro: The Port of Kotor was recognized as an example of good practice, conducting staff exercises every three months and organizing certified training programmes.

“

Greece: Interest from executives and business owners. With the implementation of a law that requires cooperation for the purpose of training in all services that will be granted certification by civil protection, without which one will not be able to have a business license. If the company does not implement at least two trainings per year for personnel, their operation will be revoked.

Elements of success contributing to good practices



Note: Data shown are aggregate responses, not individual respondents, due to multi-choice format

The survey data show that transferable **good practices exist in partner territories but are not yet widely known, formalised or disseminated**. This represents both a gap and an opportunity for the project. RETES can contribute by identifying, systematising and adapting existing practices into practical models that can be transferred across territories, while taking into account the specific governance structures and risk profiles of each local context.

Training programs and exercises for civil protection and tourism personnel

The next section of the survey focused on training and exercises implemented by organisations to prepare personnel for emergency situations in tourism destinations. The results show that **nearly half of the respondents did not know whether tourism stakeholders receive emergency preparedness training**, or how frequently such training takes place. Around 18% (30 respondents) believed that tourism organisations receive at least occasional training, while 30% (48 respondents) indicated that training is rare or absent.

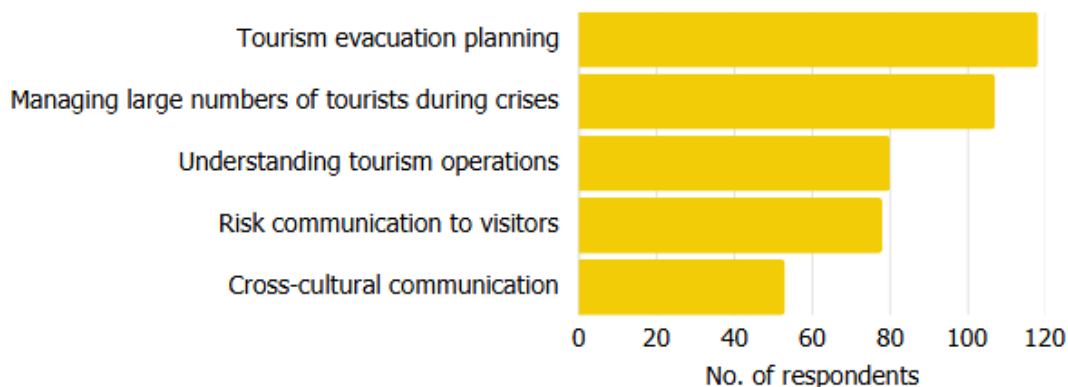
Even so, respondents indicated that **emergency preparedness, tourist evacuation procedures and coordination with emergency services as the most useful training topics for tourism actors**. Crisis communication, first aid and rescue procedures, and the use or implementation of early warning systems were also considered highly relevant. **For civil protection personnel, respondents considered tourism evacuation planning and the management of large numbers of tourists during crises to be the most important training needs** when operating in tourism areas. Other important topics included understanding tourism operations and communicating risks effectively to visitors, demonstrating the need for a holistic awareness of the specific dynamics of tourism destinations, including visitor behaviour, accommodation structures, seasonal peaks and communication challenges with non-resident populations.

Most useful trainings for tourism actors



Note: Data shown are aggregate responses, not individual respondents, due to multi-choice format

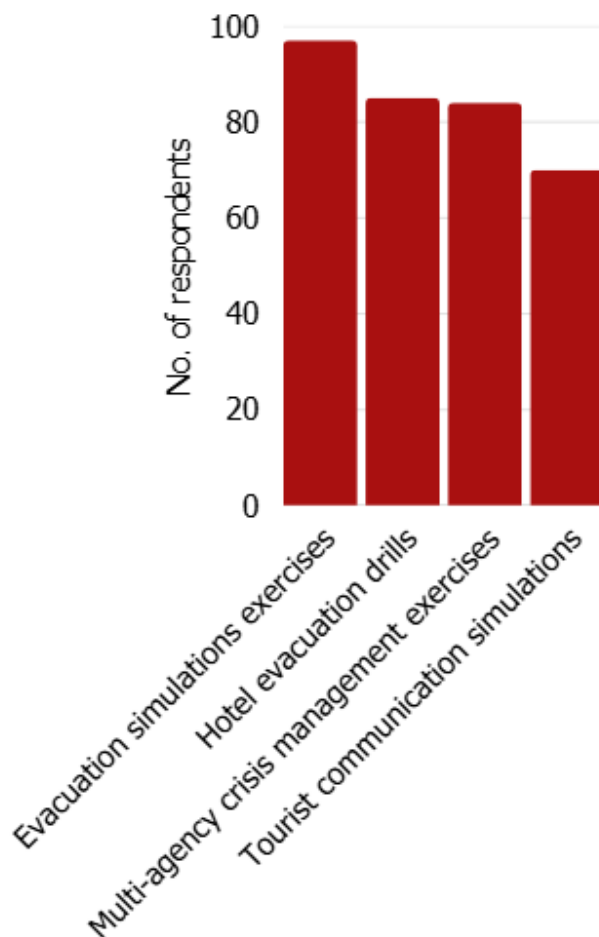
Most useful trainings for civil protection personnel working with tourism stakeholders



Note: Data shown are aggregate responses, not individual respondents, due to multi-choice format

Despite the recognised importance of training, the **vast majority (87% - 140) of respondents reported that they had not participated in emergency exercises involving tourism stakeholders**. Among the few who had participated, the most common examples were field simulations and evacuation drills, which were also considered the most useful exercises to organise in tourism destinations, particularly in hotels, together with multi-agency crisis management exercises.

Exercises that should be organised in tourism destinations



Note: Data shown are aggregate responses, not individual respondents, due to multi-choice format

These findings show a clear training gap across the tourism sector and an opportunity to strengthen mutual understanding and improve coordination with civil protection authorities. Tourist stakeholders need practical skills in preparedness, evacuation, communication and first response, which are skills already essential to civil protection personnel and could be transmitted through joint exercises, evacuation drills and multi-agency scenarios, where tourism operators will also have the opportunity to share the dynamics of the tourism sector with civil protection authorities.

Frameworks and competencies needed for successful cooperation mechanisms

The final section of the survey addressed the frameworks and skills needed to establish successful cooperation mechanisms between tourism operators and civil protection authorities. Respondents identified **quality governance frameworks, effective communication systems and joint training as the most essential measures**. Data-sharing mechanisms and dedicated funding were also considered highly important, confirming that cooperation requires both organisational structures and practical resources.

Most important measures needed to improve cooperation between tourism sector and civil protection

Measures	CY	ES	GR	IT	ME	Total
Communication systems	Essential	Essential	Essential	Essential	Essential/important	Essential
Governance framework	Essential	Essential/important	Essential/important	Important/essential	Essential/important	Mostly essential
Joint training	Essential/important	Essential	Essential	Important	Essential/important	Mostly essential
Data sharing	Important/essential	Essential/important	Important/essential	Important	Important/essential	Mostly essential
Funding mechanisms	Essential/important	Essential/important	Essential/important	Important	Important/essential	Mostly essential

Note: The colour scale represents degree of importance. Darker red is more essential, lighter red is more optional

Regarding the **competencies needed by tourism operators**, respondents emphasised **communication, coordination and decision-making under pressure skills as the most important**. The abilities to provide practical responses during emergencies and to use appropriate technology were also strongly underscored. Cross-cultural communication and risk awareness were considered relevant, particularly in tourism contexts where operators may need to communicate with visitors from different countries and backgrounds. Leadership was generally considered important, although not always essential, suggesting that **respondents placed greater emphasis on operational readiness and coordination capacity**.

Most important skills needed to ensure a successful cooperation model between tourism operators and civil protection to face emergencies

Skills	CY	ES	GR	IT	ME	Total
Communication	Essential	Essential	Essential	Essential	Important	Essential
Coordination	Essential	Essential	Essential	Essential	Essential	Essential
Decision-making under pressure	Essential	Essential/important	Essential	Essential	Important/essential	Essential
Use of technology	Essential	Essential	Essential	Important/essential	Important	Mostly essential
Practical response skills	Important/essential	Essential	Essential/important	Essential/important	Essential	Mostly essential
Risk awareness	Important/essential	Essential/important	Important/essential	Essential	Essential/important	Mostly essential
Cross-cultural communication	Essential/important	Essential/important/optional	Essential/important	Important/essential	Important	Mostly essential
Leadership	Essential	Important	Essential/important	Important	Important	Important

Note: The colour scale represents degree of importance. Darker red is more essential, lighter red is more optional. Purple represents a subject with no clear majority among respondents

These findings confirm that the development of cooperation mechanisms should not be limited to protocols or institutional agreements. It should also include the development of practical competencies among the people who will be required to act during emergencies. This includes tourism staff, accommodation providers, destination managers, civil protection personnel and other local actors involved in crisis response.

9. Insights from Local Workshops with key stakeholders

The local workshops organised in the five RETES pilot areas provided an important qualitative contribution to the analysis of local tourism and Disaster Risk Management ecosystems. They brought together tourism operators, civil protection and emergency management actors, local authorities, training providers, tourism associations, development agencies and other relevant stakeholders.

The workshops were designed to validate and complement the findings emerging from the local mappings and questionnaires. Their main purpose was to collect **direct stakeholder insights on existing cooperation practices, barriers to collaboration, preparedness needs, training priorities** and possible models for **improving coordination between the tourism sector and Disaster Risk Management actors**.

Although each workshop reflected the specific characteristics of its local context, **several common messages emerged across the five countries**. Stakeholders generally confirmed that cooperation between tourism and civil protection actors exists, but it is often informal, fragmented or activated mainly during emergencies. Prevention, preparedness, joint planning and training are less structured and require further development.

Pilot area	Main insights from stakeholders	Main implications for RETES
ADESIMAN, Spain	Stakeholders highlighted the rural and dispersed nature of the territory, the limited local response capacity in some municipalities, the lack of common protocols and the	RETES should support simple, practical and locally adapted tools, including contact chains, basic protocols, visitor information sheets, rural risk scenarios and short training

Pilot area	Main insights from stakeholders	Main implications for RETES
	importance of tourism operators as first points of reference for visitors. Particular attention was given to rural accommodation, cultural sites, routes, events and areas with poor mobile coverage.	modules for small tourism operators and local actors.
Bergamo, Italy	Stakeholders confirmed the complexity of the Bergamo territory, the growing relevance of extra-hotel accommodation and the lack of shared procedures between tourism operators and civil protection. They also stressed the need for clear, short and digital training tools, given the limited time available to tourism professionals.	RETES should prioritise micro-learning, practical guidance and communication tools that can reach both structured operators and fragmented accommodation providers. Local institutions, VisitBergamo and business associations can act as multipliers.
Malevizi, Greece	The workshop confirmed that tourism and civil protection actors have limited previous experience of working together in a systematic way. Existing links with the Fire Department and some hotel associations provide a basis, but regular exercises, updated plans and joint training remain limited. Participants stressed the need for protocols, a lead coordination body, field exercises and tourism-specific plans.	RETES should support the creation of a more structured cooperation model involving municipalities, the Region, Fire Service, Civil Protection, tourism operators and volunteer groups, with particular attention to coastal tourism areas and seasonal visitor pressure.

Pilot area	Main insights from stakeholders	Main implications for RETES
Limassol District, Cyprus	Stakeholders identified limited systematic cooperation between civil protection and tourism actors, despite recent emergencies such as forest fires and coastal extreme weather events. The workshop proposed focusing future actions on the mountainous area of Limassol District, which is highly vulnerable to climate risks and receptive to a pilot cooperation model.	RETES should support a locally focused pilot model linking civil protection, community leaders, tourism businesses, volunteer organisations and development agencies. The mountainous area can serve as a testing ground for training, awareness raising and scenario-based exercises.
Kotor, Montenegro	Kotor showed the most advanced cooperation practices among the pilot areas, including existing links between rescue services, the Port of Kotor, tourism actors and local authorities. Participants referred to previous exercises and real emergency experiences. However, they also noted gaps in tourism-sector awareness, involvement of hotels and private accommodation providers, practical application of plans and national-level legal frameworks.	RETES can build on Kotor as a good-practice reference for the other pilot areas. Future actions should further involve hotels, private accommodation providers, nautical tourism actors, tourism associations and education institutions in joint preparedness and exercises.

Existing cooperation practices

The workshops confirmed that some forms of cooperation between tourism and Disaster Risk Management actors already exist in all pilot areas, but with different levels of maturity.

In **Kotor**, cooperation is more advanced and includes practical links between the Rescue and Protection Service, the Port of Kotor, the Tourist Organisation, Red Cross, volunteer fire brigades and national authorities. Joint exercises, port emergency procedures and previous evacuation experiences provide an important operational basis.

In **Bergamo**, cooperation exists mainly through the structured civil protection system and through the involvement of provincial authorities, local institutions and tourism organisations. However, the connection with tourism operators is still not systematic, particularly with regard to small and extra-hotel accommodation providers and occurs only on the occasion of the organization of major entertainment events.

In **Malevizi**, cooperation is visible in specific cases, especially between hotels, the Fire Department, volunteers and hotel associations. Nevertheless, participants noted that these initiatives depend largely on individual motivation and are not yet part of a stable, universal model.

In **Limassol**, cooperation between tourism and civil protection actors is mainly activated during emergencies. Stakeholders highlighted the absence of structured prevention and preparedness mechanisms involving tourism operators, despite the presence of strong institutional and technical expertise in civil protection.

In **ADESIMAN**, cooperation is strongly influenced by the rural character of the territory. Informal relations, local knowledge and proximity between actors are important assets, but they are not yet supported by a common structure, shared protocols or stable communication channels.

Main challenges and gaps identified

A first recurring gap concerns the **absence of shared protocols**. In several pilot areas, tourism operators do not have simple and clearly defined procedures to follow in case of fire, flood, heatwave, evacuation, communication

disruption or other emergency situations. Where plans exist, they are often formal documents that are not regularly updated, tested or known by staff.

A second major challenge is the **lack of stable communication channels**. Stakeholders repeatedly stressed the need for direct, reliable and official information flows between civil protection actors, local authorities and tourism operators. This is particularly important during the first minutes of an emergency, when uncertainty and contradictory information may create confusion among operators and visitors.

A third issue is the **fragmentation of the tourism sector**. Small accommodation providers, B&Bs, short-term rentals, family-run businesses, restaurants, guides, cultural site managers and outdoor tourism operators are often difficult to reach through formal institutional channels. However, these actors are frequently the first people contacted by visitors in case of emergency.

A fourth gap concerns **limited training and preparedness culture**. Participants in several workshops underlined that tourism operators often have little time for training and may not perceive emergency preparedness as part of their ordinary professional responsibilities. In some cases, compliance with legal requirements is treated as a formal obligation rather than as a real preparedness process.

A fifth challenge relates to **limited practical exercises and simulations**. Stakeholders in ADESIMAN, Malevizi, Kotor and Limassol all stressed the importance of drills, tabletop exercises and realistic scenarios. They noted that theoretical knowledge is not sufficient if roles, communication flows, evacuation procedures and coordination mechanisms have never been tested.

Needs for an effective cooperation model

The workshops provided clear indications on the elements that should be included in a functional cooperation model between tourism and Disaster Risk Management actors.

First, there is a need for **clear leadership and defined roles**. During emergencies, operational leadership should remain with the competent authorities, such as civil protection, fire services or rescue and protection structures. At the same time, tourism stakeholders should be involved in preparedness, planning and communication before emergencies occur.

Second, there is a need for **local coordination structures**. Depending on the territorial context, these may take the form of municipal committees, district roundtables, local Disaster Risk Reduction platforms, tourism–civil protection working groups or coordination bodies led by municipalities, regions, civil protection authorities or associations of communities.

Third, stakeholders called for **simple and practical protocols**. These should be brief, easy to understand and adapted to local risks. They should cover issues such as who to contact, what information to provide, how to inform visitors, how to prepare for evacuation or shelter-in-place, and how to support vulnerable visitors.

Fourth, the cooperation model should include **updated contact directories and communication chains**. These should connect local authorities, emergency services, tourism operators, accommodation providers, cultural sites, transport actors, volunteers and relevant associations.

Fifth, the model should include **joint training and exercises**. Participants suggested regular meetings, awareness sessions, practical drills, tabletop exercises and scenario-based learning activities involving both tourism and emergency management actors.

Training priorities emerging from the workshops

The workshops confirmed that training should be short, accessible, realistic and adaptable to the specificities of each destination.

The main training priorities identified across the five pilot areas include:

Training area	Key contents
Local risk awareness	Main hazards affecting the destination, seasonal risks, vulnerable locations, risk perception among visitors.
Emergency preparedness	Basic procedures before, during and after an emergency, preparedness checklists, staff roles and responsibilities.
Communication with visitors	Clear messages, multilingual communication, calm behaviour, use of official information, management of rumours.
Evacuation and shelter-in-place	Safe routes, meeting points, visitor counts, support for vulnerable people, coordination with authorities.
First response and self-protection	Basic fire safety, first aid, self-protection measures, safe behaviour during floods, fires, heatwaves or earthquakes.
Coordination with emergency services	Who to contact, how to report information, how to follow instructions, how not to interfere with professional response.
Intercultural and vulnerable-group management	Communication with foreign visitors, older people, children, people with disabilities and visitors unfamiliar with the area.
Scenario-based practice	Tabletop exercises, realistic simulations, local case studies and first-60-minutes emergency scenarios.

Stakeholders in all areas supported the idea that training should not be excessively theoretical. It should be based on practical cases and realistic local situations, such as a wildfire approaching a coastal or rural tourism area,

a heatwave affecting outdoor visitors, a storm during a cultural event, an earthquake in a heritage destination, or a road closure affecting access to accommodation and attractions.

10. Integrated findings from questionnaires and local workshops

The results of the questionnaires and the evidence collected through the local workshops show a strong convergence across the five RETES pilot areas. Both sources confirm that tourism destinations are widely perceived as increasingly vulnerable to climate-related and emergency risks, particularly wildfires, heatwaves, water scarcity, floods, storms and other extreme events. These risks affect not only infrastructures and business continuity, but also visitor safety, destination reputation and the capacity of local actors to respond effectively during crises.

The analysis also confirms that cooperation between tourism stakeholders and Disaster Risk Management actors already exists in some contexts, but it is generally irregular, fragmented and often dependent on individual initiatives, previous emergency experiences or specific local relationships. In some territories, respondents and workshop participants were able to identify concrete examples of cooperation, including wildfire response, evacuation activities, COVID-19 management, port and cruise emergency procedures, hotel preparedness exercises and collaboration with fire services or volunteer groups. In other contexts, direct experience of structured cooperation remains limited, and stakeholders reported a lack of awareness of existing mechanisms, protocols or good practices.

The workshops helped to further explain the survey findings by showing that tourism and civil protection actors often operate within parallel systems. Civil protection authorities usually have defined responsibilities and emergency

procedures, while tourism operators are the actors in direct contact with visitors and are often the first source of information during an emergency. However, these two systems are not always connected through stable communication channels, shared procedures or regular preparedness activities. This gap is particularly relevant for small-scale, family-run, rural, extra-hotel and private accommodation providers, which are often difficult to reach through formal institutional channels.

A recurring finding from both the questionnaires and the workshops is the need for clearer communication channels, defined roles and practical operational procedures. Stakeholders repeatedly underlined the importance of knowing whom to contact, what information to provide, how to receive official instructions, how to communicate with visitors and how to act during the first minutes of an emergency. The absence of clear contact chains, shared protocols and common terminology can increase uncertainty and delay coordinated action, especially when visitors are unfamiliar with the local territory, language, risks and emergency systems.

Training also emerges as a central and shared need. The questionnaire results point to insufficient training and limited participation in joint exercises, while the workshops confirmed that tourism operators often lack time, resources and accessible formats for preparedness training. Stakeholders therefore stressed the importance of short, practical and flexible learning tools, including micro-learning units, checklists, digital resources, local case studies, basic emergency procedures and scenario-based exercises. Training should not be excessively theoretical, but directly connected to realistic situations that tourism operators may face, such as wildfires near accommodation facilities, heatwaves affecting visitors, storms during outdoor events, evacuation from coastal or rural areas, earthquakes in heritage destinations or emergencies involving vulnerable visitors.

The combined evidence also highlights differences between territories. Kotor presents a more advanced cooperation context, with examples of joint exercises, port emergency procedures and operational links between tourism and rescue actors. Bergamo benefits from a structured civil protection system

and strong territorial organisations, but still needs clearer procedures for tourism operators, especially in the fragmented extra-hotel sector. Malevizi shows relevant links with the Fire Department and hotel associations, but lacks a systematic cooperation model and regular preparedness exercises. Limassol has strong institutional and technical expertise, but cooperation with tourism remains mainly incident-driven and could be strengthened through a focused pilot model in the mountainous area. ADESIMAN presents strong informal local knowledge and community ties, but requires simple, rural-oriented protocols, contact chains and training tools adapted to scattered municipalities and limited response capacities.

The main recurring gaps identified across both data sources concern the lack of systematic cooperation, limited awareness of existing good practices, insufficient practical training, limited involvement in joint exercises and the absence of clear tourism-specific operational procedures. These gaps indicate that preparedness cannot rely only on formal emergency planning or general civil protection systems. It also requires the active involvement of tourism operators, local authorities, associations, VET providers, volunteer organisations and destination management bodies.

At the same time, the analysis identifies several opportunities. These include the development of shared cooperation frameworks, local action plans, updated contact directories, common protocols, visitor information materials, regular coordination meetings, practical training modules and scenario-based exercises. Transferable good practices emerging from the five territories include joint emergency planning, early warning systems, evacuation plans, hotel and port exercises, training programmes, dedicated response teams, volunteer involvement and multi-actor coordination models.

11. Conclusion

Overall, the combined findings from questionnaires and workshops provide a strong basis for the next phases of the RETES project. They confirm the need to develop a practical cooperation methodology, locally adapted action plans and training materials that respond to real operational needs. The evidence also supports the adoption of flexible learning formats and scenario-based approaches, enabling tourism and Disaster Risk Management actors to build common understanding, improve preparedness and strengthen destination resilience before emergencies occur.

The findings of this report will directly feed the development of the **Methodology Booklet**, which will provide a common framework for designing cooperation mechanisms between tourism stakeholders and Disaster Risk Management actors. The Booklet should translate the evidence collected in the five pilot areas into practical guidance, including recommended governance structures, roles and responsibilities, communication flows, coordination procedures, preparedness measures and examples of cooperation tools. Particular attention should be given to the need for simple, realistic and transferable solutions that can be adapted to different territorial contexts, from rural and dispersed areas to coastal, urban, mountain and high-density heritage destinations.

At the same time, the report provides the analytical basis for the preparation of the **five Local Action Plans**. The Local Action Plans should not be generic documents, but locally grounded roadmaps reflecting the specific risks, tourism structures, governance arrangements and stakeholder capacities of each pilot area. For ADESIMAN, this means developing a model suitable for small municipalities, rural tourism operators and dispersed visitor flows. For Bergamo, the Action Plan should address the complexity of the territory and the fragmentation of the extra-hotel sector. For Malevizi, it should strengthen links between municipal civil protection structures, coastal tourism operators, hotels and volunteer groups. For Limassol, it should support a focused

cooperation model in the most vulnerable and receptive areas, especially the mountainous communities. For Kotor, it should build on existing good practices and further involve hotels, private accommodation providers, maritime actors, tourism associations and education institutions.

The evidence collected clearly supports **Module 1 – Understanding Disaster Risk and Climate Change Impacts on Tourism**, as stakeholders consistently recognised the growing exposure of tourism destinations to wildfires, heatwaves, floods, storms, water scarcity, earthquakes and other hazards. It also confirms the relevance of **Module 2 – Roles and Functions of Civil Protection and Emergency Services**, since tourism actors often have limited knowledge of emergency systems, responsible authorities, contact chains and operational procedures.

The findings are particularly aligned with **Module 3 – Effective Collaboration Between Tourism Operators and Civil Protection**, which directly responds to one of the main gaps identified in the report: the lack of systematic cooperation, shared protocols, defined roles and regular coordination between the two sectors. Similarly, the need for **Module 4 – Risk Communication and Crisis Management in Multicultural Tourism Environments** is strongly confirmed by the recurring demand for clear, multilingual and visitor-oriented communication, especially during the first phases of an emergency. Finally, **Module 5 – Sustainable and Resilient Tourism Practice** is supported by the broader need to integrate preparedness, prevention and resilience into the quality, sustainability and long-term competitiveness of tourism destinations.

The evidence collected also confirms the relevance of **the Table Top Exercises**. Stakeholders repeatedly stressed that preparedness cannot rely only on written procedures or theoretical knowledge. Exercises based on realistic local scenarios can help actors understand their respective roles, test communication channels, identify operational weaknesses and build trust before real emergencies occur. The “first 60 minutes” approach discussed during the workshops can therefore become a useful reference for designing future exercises and training activities.

At the same time, the report shows that the training topics foreseen in the Digital Toolkit should be further **enriched with practical contents emerging from the questionnaires and workshops**. These include:

- a. evacuation and shelter-in-place procedures,*
- b. management of vulnerable tourists,*
- c. use of official alert systems,*
- d. wildfire and heatwave preparedness,*
- e. the specific needs of small, rural, extra-hotel and fragmented tourism providers.*

Finally, this report confirms that tourism resilience depends on the capacity to connect sectors that often operate separately. Civil protection systems, tourism businesses, local authorities, training providers, volunteer organisations and destination management bodies all hold different but complementary responsibilities. The next project activities should therefore focus on transforming the needs and gaps identified in this report into concrete cooperation tools, training pathways and local governance practices. By doing so, RETES can contribute to more prepared, better connected and more resilient tourism destinations, capable of protecting visitors, workers, residents and local assets in the face of climate-related and natural hazards.

12. Annexes

Annex 1 – Local mapping in 5 pilot areas

Annex 2 – Questionnaire template

Annex 3 – Workshop guidelines and questions

Annex 6 – Data tables (1 per each pilot area)