

CASE STUDY: BEHAVIORAL DIAGNOSIS & STRATEGIC ROADMAP FOR MEDENINE'S BLUE & GREEN ECONOMY

- **Project:** Towards Responsible Growth: Aligning Economic Actors in Médenine with Human Rights & Environmental Standards
- **Client:** UNDP Tunisia - MAGENTA
- **Focus Areas:** Fisheries / Sustainable Tourism / Behavioral Economics

KEY ACTORS & ACRONYMS

PUBLIC INSTITUTIONS

Acronym	Full Name (French)
CRDA	Commissariat Régional au Développement Agricole
ONTT	Office National du Tourisme Tunisien
INSTM	Institut National des Sciences et Technologies de la Mer
APIP	Agence des Ports et des Installations de Pêche
AVFA	Agence de la Vulgarisation et de la Formation Agricole
CNSS	Caisse Nationale de Sécurité Sociale

CIVIL SOCIETY & INTERMEDIARIES

Acronym	Full Name (French)
DMO	Destination Management Organization
ASSIDJE	Association de Sauvegarde de l'Île de Djerba
URAP	Union Régionale de l'Agriculture et de la Pêche
GDAP	Groupement de Développement Agricole et de la Pêche
SMSP	Société Mutuelle de Services de la Pêche
AJEM	Association Jlij pour l'Environnement Marin

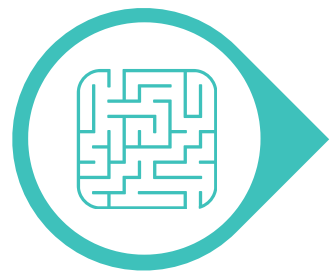
EXECUTIVE SUMMARY

The Situation



The Governorate of Médenine relies heavily on two sectors: Fisheries and Tourism. Despite a robust legal framework (including the 2018 CSR Law) and the clear degradation of natural resources, local stakeholders continued to engage in unsustainable practices. The UNDP required a deep-dive diagnosis to understand this inertia.

The Challenge



Standard regulatory enforcement was failing. Our initial scoping revealed a "Cycle of Mistrust" between the administration and the private sector, compounded by extreme economic precarity that forced actors into a short-term "survival mode." The barrier to sustainability was not a lack of knowledge, but a misalignment of incentives and behavioral drivers.

The Resolution



SRB & Co. deployed a behavioral diagnosis (BDM) followed by a co-creation process. We delivered a Strategic Action Plan built on three axes: Institutionalizing Synergies (Pescatourism), Structuring Resilience (Cooperatives), and Valorizing the Environment (Green Branding). The roadmap shifts the focus from "policing" to "incentivizing," ensuring long-term adoption.

CONTEXT & STRATEGIC OBJECTIVES

The Ecosystem Paradox

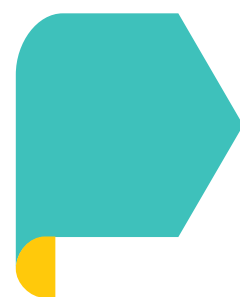
Médenine faces a "Tragedy of the Commons." The region's economic viability depends on its Natural Capital (marine biodiversity, coastal heritage), yet the primary economic actors (fishermen and tourism operators) are actively depleting these assets.

The Mandate

Commissioned by MAGENTA Consulting on behalf of UNDP Tunisia, SRB & Co. was mandated to lead the execution of a deep-dive behavioral diagnosis.



Design a roadmap that reconciles economic survival with environmental protection.

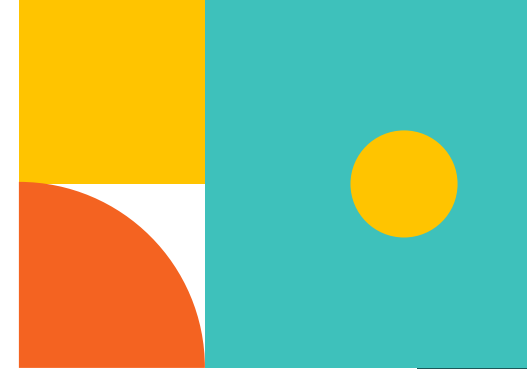


How can we bridge the gap between High-Level Policy (Human Rights, Ecology) and Ground-Level Reality (Informality, Survival)?



Why do rational economic actors choose destructive behaviors?

METHODOLOGY : THE ANALYTICAL FRAMEWORK



The Behavioral Determinants Model (BDM)

To ensure a rigorous diagnosis, SRB & Co. adopted the Behavioral Determinants Model (BDM), a framework originally developed by UNICEF to analyze complex social change. We adapted this model to the specific economic context of Médenine, allowing us to dissect decision-making processes across three concentric layers:



Psychological

Focusing on individual cognitive processes, including biases like hyperbolic discounting (valuing immediate rewards over future sustainability) and self-efficacy (the belief in one's ability to effect change).



Sociological

Examining the "invisible rules" of the community, including social norms, peer pressure, and the dynamics of reputation within close-knit professional groups.



Environmental / Structural

Analyzing the physical, legal, and economic environment, determining whether the system enables or punishes sustainable choices (e.g., infrastructure gaps, legal obsolescence).



PHASE 1 – THE GROUNDTRUTH INQUIRY



FIELDWORK & ENGAGEMENT

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In-Depth Key Informant Interviews (KIIs)

To penetrate the "Code of Silence," we prioritized immersion over survey data. Our **"Behavioral Archaeology"** approach spanned the entire value chain (from industrial leaders at Manar Thon to precarious informal female clam collectors). We cross-referenced this qualitative data with hard scientific assessments from the INSTM (Institute of Marine Sciences) to measure the gap between the perceived state of stocks and the biological reality.

05

Strategic Focus Groups (FGDs)

We facilitated these sessions to analyze group dynamics and identify where private consensus diverged from public declarations. By observing real-time interactions between siloed actors—such as GDAP Presidents versus DMO Members—**we mapped the "tribal logic"** hindering collaboration. Furthermore, engagement with AVFA (Agricultural Training Agency) revealed critical disconnects between current training curricula and field needs.

STRATEGIC DIAGNOSIS – PSYCHOLOGICAL FACTORS

The Sustainable Guide: Cognitive Dissonance & Learned Helplessness



In the tourism sector, the psychological burden is one of "**Status Loss**" and "**Dissonance**". Guides view themselves as cultural ambassadors ("Monsieur le Guide") but feel demoted to logistics managers by the industrial mass tourism complex. They suffer from profound cognitive dissonance: they possess the knowledge to offer authentic experiences but are forced to execute standardized, low-quality circuits. This results in a state of "Learned Helplessness," where the fear of sanctions and the overwhelming degradation of the landscape (pollution) lead to a paralysis of innovation and a deep sense of professional shame (Honte).

The Artisanal Fisherman: Hyperbolic Discounting & The "Survival Trap"



Our profiling of the fishery sector revealed a cognitive state defined by "**Present Bias**" (Hyperbolic Discounting). Due to extreme economic vulnerability and resource scarcity, fishermen apply a steep discount rate to the future. While they are cognitively aware that techniques like "Kiss" trawling destroy future stocks, the immediate liquidity crisis forces a rational short-term decision. The logic is existential: "Make me live today, and kill me tomorrow." Compliance with conservation laws is viewed not as a moral choice, but as an immediate economic threat to the household.

STRATEGIC DIAGNOSIS – SOCIOLOGICAL FACTORS

Horizontal Friction: Pluralistic Ignorance

Tourism (The Culture of Shame)

Unlike the solidarity found in fishing, the sustainable tourism sector is paralyzed by **fragmentation ("Free Electrons")**. Small actors (guides, guesthouses) operate in silos, unable to form a collective counter-power to Mass Tourism. This isolation is compounded by a profound collective "Shame" (*Honte*) regarding environmental degradation (waste, pollution), which demoralizes actors and fuels a sense of resignation rather than collective action.

Fishing (The Code of Silence)

A "**Negative Social Norm**" prevails where illegal fishing is enforced by peer pressure. Transgression serves as a binding social contract; by sharing the risk of illegality, the group forms a unified front. Individual compliance is stigmatized as economic naivety or betrayal, leading to "Pluralistic Ignorance" (fishermen privately want to stop but publicly conform to survive).

The Breakdown of the Social Contract

Vertical Friction: Structural Mistrust

Tourism (Marginalization)


Sustainable actors face an **institutional "Glass Ceiling."** The regulatory framework creates a hierarchy that valorizes "Volume" (Mass Tourism hotels) over "Value" (Guides/Culture). Guides feel a deep "Loss of Status," viewing themselves as cultural ambassadors demoted to "herders" by an administration (ONTT) that enforces obsolete, rigid circuits and penalizes innovation.

Fishing (Defiance)

The **relationship** with the Administration (CRDA) is **purely transactional and coercive**. Regulations are perceived as arbitrary constraints ("The Tax") rather than protective measures ("The Shield"). Consequently, regulatory enforcement fails because the social cost of compliance significantly exceeds the legal risk of non-compliance.


STRATEGIC DIAGNOSIS – STRUCTURAL FACTORS

Tourism: The Legal Straitjacket & "The Good Intention Penalty"



Structurally, the tourism ecosystem criminalizes authenticity. The **regulatory framework (ONTT), dating back to the 1970s**, recognizes only the "Standard Circuit." Innovative actors (such as Djerba Insolite or Djerba Cyclo) who attempt to steer tourists toward local heritage are often technically operating "Hors-la-loi" (outside the law). They face heavy fines for "non-conformity," effectively **punishing innovation**. Simultaneously, the collapse of public waste management services validates the "Fortress Hotel" model, as agencies use environmental degradation as a pretext to keep high-value tourists segregated from the local economy.

Fishing: The Infrastructure Gap & Value Leakage



The fishery sector is paralyzed by a **physical "Infrastructure Void"** managed by APIP (Port Agency). The critical lack of functional cold chain logistics (ice, refrigeration) at the point of landing creates a **structural dependency**. Without the means to store their catch, fishermen are forced into "distress selling" to intermediaries at depressed prices. This mechanism systematically leaks value out of the producer community, reinforcing poverty and fueling the **"Survival Trap"** by forcing higher extraction volumes to maintain income levels.



PHASE 2: CO- CREATION



THE CO-CREATION CAMP: ENGINEERING COMMUNITY OWNERSHIP

A strategic report is valueless without community ownership. To transition from diagnosis to execution, SRB & Co. facilitated a 2-Day Immersive Co-Creation Camp. We convened actors who historically operated in silos: DMOs, Fishery Unions (URAP), Heritage NGOs like ASSIDJE, Environmental groups like AJEM, and Public Institutions.

Creating Psychological Safety

We utilized a **"Mirror Effect" technique**, playing back the diagnostic data to the group. By validating their individual frustrations (such as the APIP infrastructure deficits or the ONTT regulatory rigidities) we **de-escalated defensive posturing**. This created the "Psychological Safety" necessary for collaboration, allowing participants to transition **from "Passive Beneficiaries" to "Active Co-Designers"** of the Strategic Action Plan.



STRATEGIC ROADMAP (2025-2027) – OVERVIEW

The resulting Strategic Action Plan (2025-2027) dismantles the specific behavioral and structural blockers identified during the diagnosis. The strategy moves the ecosystem **from a paradigm of "Enforcement" to one of "Incentive Alignment,"** ensuring that sustainable choices become the path of least resistance.

The Three Strategic Axes:

1. Institutionalizing Synergies: Breaking the silos between the Blue (Fishing) and Green (Tourism) economies to create shared value.
2. Structuring Resilience: Professionalizing the fishery value chain to reduce the "Survival Trap."
3. Valorizing the Environment: Transforming "Shame" (pollution) into "Pride" (Green Destination).



AXIS 1 – INSTITUTIONALIZING SYNERGIES

01

The Regulatory Sandbox Mechanism

To solve the "**Legal Grey Zone**" blocking innovation, we proposed the "**Histoires de Mer**" **Festival**. This is not merely an event, but a strategic mechanism serving as a "Regulatory Sandbox." By framing the activity as a temporary festival, we secured a tacit agreement with the Garde Maritime and ONTT to permit fishermen to transport tourists under controlled conditions.

02

Proof of Concept

This mechanism creates a safe space for experimentation, allowing the administration to observe that **pescatourism** is safe and economically viable. It provides the necessary "Proof of Concept" to de-risk future legislative changes, effectively bridging the gap between tourism demand and fishery supply without requiring immediate parliamentary action.

AXIS 2 – STRUCTURING RESILIENCE

01

Structural Evolution: GDAP to SMSP

Sustainability is a luxury that precarious actors cannot afford. The roadmap prioritizes the economic formalization of the fishery sector by supporting the transition of GDAPs (Non-profits) toward SMSP (Commercial Cooperatives). We also integrated a capacity-building module led by AVFA to ensure these new structures have the managerial skills required for autonomy. This shift allows fishermen to pool resources for cold chain logistics and direct sales, breaking their dependency on predatory intermediaries.

02

The Behavioral Nudge: Default Systems

To **dismantle the psychological "Present Bias,"** we re-engineered the choice architecture by implementing a "Default Option" for CNSS enrollment. Instead of a complex, standalone administrative hurdle, social security is now bundled directly with access to the cooperative's commercial infrastructure (ice, logistics). This reduces cognitive friction and reframes social coverage: it is no longer perceived as a standalone "Tax," but as an automatic, integral component of a professional "Investment" package.

AXIS 3 – VALORIZING THE ENVIRONMENT

01

Leveraging Social Proof

To engage the private sector (Hotels/Guesthouses), the strategy moves away from moralizing discourse toward market incentives. We designed the implementation of a competitive **"Green Destination" Label**, co-managed by the DMO. This acts as a signal to the market, allowing compliant hotels to access higher-value customer segments that are currently bypassing the region.

02

The Race to the Top

By making sustainability a visible marker of quality and market differentiation, **the label triggers a "Status Seeking" behavior**. Hotels compete for the label to attract high-value tourists, creating a virtuous cycle where environmental compliance becomes a profitable strategic choice rather than a compliance cost. This validates the business case for sustainability using the behavioral lever of social proof.



GOVERNANCE & IMPACT MEASUREMENT



THE GOVERNANCE MODEL

- 01** To ensure the strategy outlives the funding cycle, we designed a governance framework rooted in local ownership. A **Mixed Steering Committee** comprising the Administration (CRDA, ONTT) and Civil Society was established to monitor progress. Crucially, specific local champions—DMO Djerba and URAP—were identified as "**Relay Partners**" to act as operational custodians.

BEHAVIORAL M&E

- 02** SRB & Co. established specific Behavioral KPIs to track the depth of transformation beyond simple output metrics. These include the **Trust Index** (tracking the reduction in defensive posturing between sectors) and the **Appropriation Rate** (measuring the integration of sustainable guidelines into private sector budgets).

CONCLUSION

Systemic Behavioral Engineering

This project illustrates SRB & Co.'s core value proposition. We did not merely deliver a technical report on the Blue & Green Economy; we **decoded the "human software"** running the system to understand why previous interventions had failed.

Navigating Structural Blockers

By mapping the specific constraints of the artisanal fisherman, the fears of the tourist guide, and the rigidities of the public administrator, we **designed a roadmap** that navigates around these barriers rather than confronting them head-on.

The Strategic Legacy

We provided the UNDP with a strategy that respects the human reality of Médenine. By **aligning economic incentives with psychological drivers**, we ensured that the transition to sustainability is not just a high-level policy goal, but a ground-level behavioral inevitability.