



**COVID-19  
RESPONSE**

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**WORLD TOURISM ORGANIZATION**  
(UNWTO)

**COVID-19 TOURISM RECOVERY  
TECHNICAL ASSISTANCE PACKAGE**



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# TOURISM RECOVERY POST COVID-19

# TOURISM RECOVERY POST COVID-19

We are facing an unprecedented global health crisis, the repercussions of which are being felt in all sectors of society and the economy. Health institutions and governments worldwide are doing their utmost to combat COVID-19. While we must remain cautious regarding predictions as to how the pandemic will affect the social fabric of our societies, it lies beyond doubt that with solidarity, courage and trust, we will re-emerge stronger than before.

UNWTO has made a strong statement: **“Stay home today. Travel tomorrow.”** The containment of the pandemic is our main priority and tourism is committed to support all measures taken to curb the outbreak.

However, these measures have resulted in the tourism sector being one of the most hard-hit, and this has tremendous implications for economies worldwide: to date, tourism represents 30% of the world’s exports of services (US\$ 1.5 trillion) and up to 45% of the total export of services in developing countries.

The COVID-19 pandemic caused a 22% fall in international tourist arrivals during the first three

months of 2020. On the back of the numbers for the first quarter of the year, UNWTO set out three different scenarios, warning that the crisis could lead to an annual decline of between 60% and 80% depending on the easing of travel restrictions. Whatever the ultimate size of the impact, which is regularly updated by UNWTO, any decline places millions of livelihoods at risk and threatens to roll back the progress made in advancing the Sustainable Development Goals (SDGs). Putting this into context, UNWTO notes that in 2009, on the back of the global economic crisis, international tourist arrivals declined by 4%, while the SARS outbreak led to a decline of just 0.4% in 2003.<sup>1</sup>

However, tourism has also shown a strong resilience to adapt, innovate and recuperate from adversity. Tourism has a tremendous ability to rapidly transform into a much-needed source of income for public and private stakeholders alike, and lead in areas ranging from consumer confidence, entrepreneurship, women and youth employment to technological innovation.

In view of the first effects of the pandemic on tourism, UNWTO has prepared a document,

<sup>1</sup> UNWTO Call for Action for Tourism’s COVID 19 Mitigation and Recovery, published 1 April 2020

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*“Supporting Jobs and Economies through Travel & Tourism: A Call for Action to Mitigate the Socio-Economic Impact of COVID-19 and Accelerate Recovery”*, primarily aimed at Member States, containing a series of recommendations focused on:

- I. **Managing the crisis and mitigating the impact**
- II. **Providing stimulus and accelerating recovery**
- III. **Preparing for tomorrow**

In order to assist Member States in developing this gradual approach to recovery, UNWTO has designed the *“COVID-19 Tourism Recovery Technical Assistance Package”*. The package offers guidance to both public and private tourism sector stakeholders in their crisis response by, firstly, outlining UNWTO’s range of technical assistance, and, secondly, detailing potential areas of intervention, including impact assessment, roles and responsibilities.

In the COVID-19 aftermath, countries have to realize a new reality of the tourism and travel industry and make every possible effort to shape the sector accordingly. It is advisable that countries try to make optimum utilization of available resources, knowledge and experience to put the sector back on rails.

The UNWTO COVID-19 Tourism Recovery Technical Assistance Package is structured around **three main pillars**:

- I. **ECONOMIC RECOVERY**: through measuring the quantitative and qualitative impacts of COVID-19 on the tourism sector and preparing research-based recommendations for economic recovery and support to tourism-related businesses, in particular to MSMEs.
- II. **MARKETING AND PROMOTION**: through the review of marketing and promotion strategies, identifying and targeting markets that can help accelerate recovery, addressing product diversification, and recommendations and guidelines in terms of pricing and packaging.



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III. **INSTITUTIONAL STRENGTHENING AND BUILDING RESILIENCE:** especially aimed at assisting tourism governments and tourism businesses to adapt their services to meet the post COVID-19 working conditions in terms of health, safety, and restoration of consumer confidence; and promote tourism governance, public-private partnerships and collaborative efforts for tourism recovery, including crisis preparedness and management systems, protocols and skills.

The Tourism Recovery Package includes a comprehensive list of technical assistance activities that UNWTO can provide, including both activities of a longer duration and with a wide scope, such as the development of new strategies, and activities of a relatively short duration with a specific focus, such as advice and training on selected topics. Depending on the situation in a country, Member States may need different technical assistance activities at various stages of the COVID-19 mitigation and recovery process. In consultation with individual Member States, and if requested, based on rapid assessment missions to countries, tailor-made packages can be prepared with one

or more technical assistance activities for the short- and medium term.

At this critical stage, we must act responsibly and sustainably, in consonance with the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs) contained therein. With tourism directly being referenced in SDGs 8, 12 and 14, on 'Decent Work and Economic Growth', 'Responsible Consumption and Production', and 'Life below Water', our sector can be linked, either directly or indirectly, to all 17 goals<sup>2</sup>. Hence, by acknowledging the SDGs within our proposed actions, **we underline our central message: Customized Solutions to Global Challenges.**

#### Contact:

Member States interested in COVID-19 Tourism Recovery technical assistance activities, please contact [teco@unwto.org](mailto:teco@unwto.org)

<sup>2</sup> UNWTO Platform 'Tourism for SDGs', showcasing the connection of each goal to tourism



# PILLAR I ECONOMIC RECOVERY

## PART I: OVERVIEW

### Introduction

Tourism is an economic powerhouse and one of the main pillars sustaining global growth and development. It represents 30% of the world's exports of services and 1 in every 10 jobs worldwide. No matter the economic classification of countries – low, middle or high income – tourism's contribution is multi-layered and cross-sectoral<sup>3</sup>. It also represents a vital source of jobs, especially for women and youth, and income, via tourism receipts and Foreign Direct Investment (FDI) inflows.

The impacts of actions such as restriction of movements, closure of hotels and other accommodation facilities, as well as cultural and natural attractions, cancellation or postponement of events and gatherings, all have contributed to international tourism coming to a standstill with enormous economic repercussions, including loss of income and unemployment.

UNWTO's *"Supporting Jobs and Economies Through Travel & Tourism: A Call for Action*

*to Mitigate the Socio-Economic Impact of COVID-19 and Accelerate Recovery"* recommends a series of economic and financial actions to support governments, the private sector and the international community in navigating the unparalleled social and economic emergency that is the COVID-19 crisis.

Alongside the traditional UNWTO technical support, UNWTO has identified the following technical assistance activities aimed at stimulating and accelerating economic recovery:

1. Measurement of the Impacts of COVID-19
2. Country-specific Tourism Recovery Plans
3. Support Programme for Tourism MSMEs
4. Reorienting the Tourism Value Chain towards Sustainability

These technical assistance activities are further elaborated under Part II below. From a technical assistance perspective, and notwithstanding further synergies between the additional pillars referenced herein, these actions can be further grouped according to fiscal, economic and policy criteria<sup>4</sup>.

- 3 In 2019, the sector represented 30% of the world's exports of services (US\$1.5 trillion) and up to 45% of the total export of services in developing countries. (source: UNWTO "SUPPORTING JOBS AND ECONOMIES THROUGH TRAVEL & TOURISM")
- 4 For a detailed list, please access the document UNWTO's *"Supporting Jobs and Economies Through Travel & Tourism: A Call for Action to Mitigate the Socio-Economic Impact of COVID-19 and Accelerate Recovery"*



# PILLAR I ECONOMIC RECOVERY

## Objective

- Systematic economic assessment and evaluation of how the COVID-19 crisis has affected the tourism sector so as to ensure that tourism is adequately reflected within economic recovery and development plans with the channelling of adequate financial resources to support tourism businesses, particularly MSMEs, in the recovery process.

## Beneficiaries

- Member States, primarily Ministry of Tourism / National Tourism Administrations, Ministry of Trade; Finance; Economic Development, in addition to subnational (local and regional) tourism authorities, who will benefit from:
  - Economic impact assessment of the crisis on tourism
  - Financing needs of the tourism sector
- Private sector: cross-sectoral approach, all businesses included within the tourism value chain, who will benefit from:

- Interests and needs being more adequately reflected within economic recovery packages

- Donor Agencies, who will benefit from:

- Assessment and mapping of country specific needs and the respective costs

## Sustainable Development Goal Impact

- **SDG 1:** No Poverty
- **SDG 8:** Decent Work and Economic Growth
- **SDG 10:** Reduced Inequalities
- **SDG 12:** Responsible Consumption and Production
- **SDG 17:** Partnership for the Goals



# PILLAR I ECONOMIC RECOVERY

## PART II: TECHNICAL ASSISTANCE ACTIVITIES

### 1. Measurement of the Impacts of COVID-19: Quantitative and Qualitative Analysis

- Assess and evaluate the impact caused by the COVID-19 crisis to tourism operations and jobs (key industries, segments and destinations)
- Review the national tourism statistical system with a view to advise on statistical procedure and adjustments to be made so as to better capture the data, both from demand (i.e. visitors and their activities) and supply side (i.e. tourism industries), of the impacts of COVID-19 on the tourism sector
- Based on data availability, provide technical assistance for the compilation/development of a Tourism Satellite Account that will be the basis for obtaining data to assess the economic impact of the COVID-19 crisis on the tourism sector and the resultant impact on GDP and employment

- Enhance skills amongst government officials for impact analysis and market intelligence
- ### 2. Development of Country-specific Tourism Recovery Plans
- Prepare tourism forecasts and scenario planning for the recovery of the tourism sector and its impact (balance of payments and jobs)
  - Based on the assessment and evaluation of the impact caused by the COVID-19 crisis to the tourism sector and forecasts established for the short and medium term, assess the necessary tourism reactivation costs and needs, in addition to recommendations on how to re-launch the sector. Issues to be addressed include review of taxes, charges, levies, incentives and regulations impacting transport and tourism
  - Formulate recommendations to incentivize job recuperation and retention, targeting the self-employed and further protecting the most vulnerable groups; transitioning





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## ECONOMIC RECOVERY

to circular economy and strengthening local linkages with a view to further supporting local economies in the recovery process

- Identify opportunities to include tourism in economic recovery packages of the national government and international agencies
- In consultation with Ministry of Health and Ministry of Tourism, review protocols to be adopted by tourism service providers to ensure enhanced safety and security of tourists and employees in a COVID-19 scenario
- Devise an Action Plan with short-, medium- and long-term recommendations

### 3. Support Programme for Tourism MSMEs

- Carry out a comprehensive review of support needs for tourism MSME's in the COVID-19 aftermath, looking into topics such as business planning, HRD, packaging, pricing, marketing, and financial planning
- Identify support mechanisms for MSMEs provided by the local and national

government as well as international agencies that can apply to the tourism sector, including fiscal and monetary incentives such as working capital, cash contributions, interest-free loans, duties, levies, national and local taxation, tax holidays, and deferred taxation

- Build capacities through development of training programmes to enable MSMEs to adapt their tourism services and working procedures to cater to the new protocols developed to guarantee safety and security of tourists and employees
- Prepare a comprehensive support programme for Tourism MSMEs to help mitigate the impact of the COVID-19 pandemic and assist tourism MSMEs to adapt to the new reality of the tourism and travel industry

### 4. Reorienting the Tourism Value Chain towards Sustainability

- Scan the tourism value chain from a sustainable consumption and production perspective



# PILLAR I ECONOMIC RECOVERY

- Provide technical assistance and guidance for tourism SMEs in the tourism value chain for the implementation of circular solutions
- Identify banking opportunities (for lending and investment) supporting sustainable tourism development, supporting circular economy and/or embedding resource efficiency solutions
- Formulate sustainable consumption and production strategies and innovative circular approaches to guide the transition towards economic recovery by strengthening linkages along the tourism value chain



World Tourism Organization

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# PILLAR II MARKETING AND PROMOTION

## PART I: OVERVIEW

### Introduction

After the dramatic decrease in tourist arrivals as a result of the COVID-19 pandemic, destinations will be eager to start welcoming visitors as soon as the situation allows.

Whereas at the height of the COVID-19 crisis most countries opted to postpone or reduce promotional campaigns, during the recovery phase there will be a need for targeted marketing activities, especially to build destination confidence and approach priority markets with good prospects to capture. At an initial phase and in certain parts of the world, domestic and intraregional tourism is expected to catch up faster than intercontinental travel, and this may have to be reflected in marketing activities.

Considering how the crisis has affected demand and travel patterns, countries need to revisit growth scenarios and priority markets, and adjust planned promotional activities based on available resources and the new reality of the tourism and travel industry. Destinations may

also face a challenge to diversify products, services and markets to avoid dependence on one single activity or market, along with tight budgets due to the need to invest in supporting operations and businesses. More than ever before, innovative digital marketing activities and targeted marketing will be central to help destinations spread their messages in a fast and cost-efficient manner to specific market segments, generating, hereby, interest and traveller confidence. Marketing activities should build on initial crisis recovery communication that spreads the message that a destination has a safe environment to visit.

UNWTO stands ready to provide technical assistance to Member States in this critical phase to help review scenarios, (re)formulate marketing strategies and strengthen marketing and promotional activities. Several Recommended Actions within the UNWTO Call for Action to Mitigate the Socio-Economic Impact of COVID-19 emphasize the importance of marketing and promotion activities, especially under the rubrics "PROVIDING STIMULUS & ACCELERATING RECOVERY" And "PREPARING FOR TOMORROW".



# PILLAR II MARKETING AND PROMOTION

Alongside the traditional UNWTO technical support, UNWTO has identified the following technical assistance activities in the field of Marketing and Promotion that intend to be of specific relevance in accelerating Member State recovery:

1. Growth Scenarios and Priority Markets Review
2. International Tourism Marketing Strategy
3. Domestic Tourism Marketing Strategy
4. Marketing Strategy for Specific (Thematic or Regional) Source Markets
5. Tourism Diversification Strategy
6. Digital Marketing Strategy
7. Incentives Programme to Stimulate Travel

The abovementioned forms of technical assistance can be provided to Member States at a national level, as well as to destinations within Member States that require advice on Marketing and Promotion. These technical assistance activities are further elaborated under Part II below.

## Objective

To support countries and destinations to develop targeted marketing strategies and activities based on available resources and the new reality of the tourism and travel industry in the COVID-19 aftermath. Specific objectives include:

- Evaluate the crisis impact on demand and travel patterns
- Revisit growth scenarios
- Review the list of priority source markets and identify tourist patterns and segments
- Adjust planned promotional activities
- Diversify products, services and markets to avoid dependence on one single activity or market
- Use innovative digital marketing activities for fast and cost-efficient manner to specific market segments to generate interest and confidence to visit



# PILLAR II MARKETING AND PROMOTION

## Beneficiaries

- Member States, National Tourism Administration and National Tourism Board/ Authority, as well as Provincial and Local Tourism Authorities
- Destination Management Organizations, bringing together various stakeholders in a destination to coordinate actions for the development and promotion of tourism
- Local Communities involved in the development and management of local tourism products
- Private Sector, both tourism business associations and individual tourism enterprises

## Sustainable Development Goal Impact:

- **SDG 1:** No Poverty
- **SDG 8:** Decent Work and Economic Growth

- **SDG 9:** Industry, Innovation and Infrastructure
- **SDG 11:** Sustainable Cities and Communities
- **SDG 10:** Reduced Inequalities
- **SDG 17:** Partnership for the Goals



# PILLAR II MARKETING AND PROMOTION

## PART II: TECHNICAL ASSISTANCE ACTIVITIES

### 1. Growth Scenarios and Priority Markets Review

- Review demand and supply scenarios in tourism plans and strategies and recommend adjustments where necessary
- Assess and forecast current and future demand patterns in the tourism sector and advise on priority markets (both geographic markets and thematic segments) to target in the recovery phase, and key marketing actions to use for these markets
- Identify core, tactical, investment and watch list markets and products to provide guidance for the short- and medium term
- Prepare a report on Growth Scenarios and Priority Markets to be used as comprehensive market intelligence for all public and private sector stakeholders

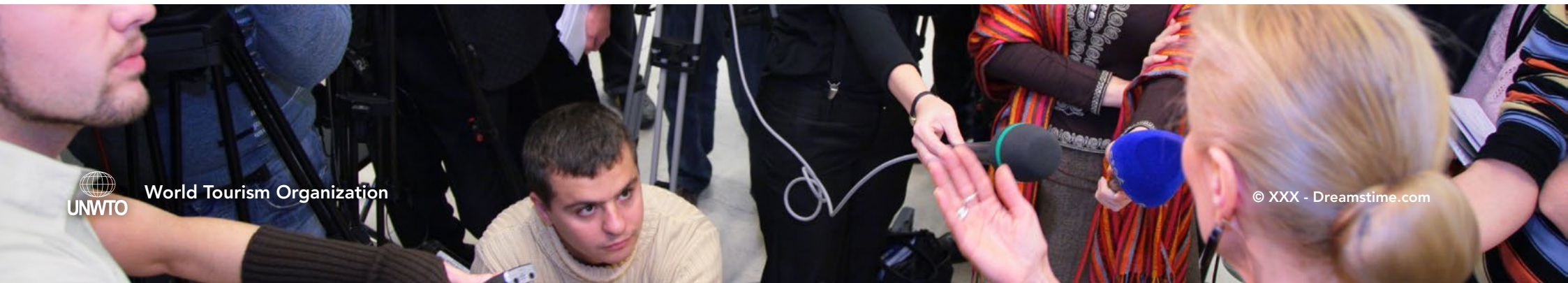
### 2. International Tourism Marketing Strategy

- Assessment of the state of tourism in the COVID-19 aftermath, including a detailed review of the existing tourism marketing and product development strategies and activities, and an assessment of the destination confidence and international competitiveness
- Review image of the country in main markets: identification of the strengths, weaknesses, opportunities and threats for tourism marketing and branding of the country/destination in the light of the COVID-19 pandemic
- Prioritise product offering to reflect changing demand
- Provide recommendations and actions regarding priority market segments, their product development and packaging requirements, and promotional tools, both traditional and digital, to reach the segments, and advise on effective allocation of marketing resources per segment



# PILLAR II MARKETING AND PROMOTION

- Deliver an interactive awareness raising seminar on the implementation of the Marketing Strategy for key tourism stakeholder in the country
- ### 3. Domestic Tourism Marketing Strategy
- Assess travel patterns of domestic tourists, including expatriates, in the COVID-19 aftermath and identify products and destinations in the country that are particularly appealing to different segments of the domestic market
  - Make recommendations for a brand image and slogan for the domestic market and for a marketing campaign to encourage citizens and expatriates to undertake domestic trips
  - Propose multi-stakeholder collaboration mechanisms for the development and promotion of packages for the domestic market
  - Design an awareness-raising campaign with a view to educating and familiarising locals about the importance of domestic tourism
- to strengthen the economy of the country, accelerate recovery, and offer employment opportunities
- Deliver seminars to raise awareness on the vision, recommendations and actions in the strategy and to encourage stakeholders to cooperate
- ### 4. Marketing Strategy for Specific (Thematic or Regional) Source Markets
- Identify possible packages of tourism products and services that would meet the interest of select source markets - e.g. thematic markets, like MICE, health and wellness, and senior tourism; or specific geographic markets, like neighbouring countries or expatriates living in the country or region
  - Gain an understanding of travel planning and purchasing behaviour of the source market, identifying traditional and digital marketing and media channels most suitable for raising product and destination awareness



# PILLAR II MARKETING AND PROMOTION

- Formulate a specific marketing strategic plan for the source market with recommendations for product improvements, diversification and packaging, and promotional actions to meet the preferences and needs of the market segment
  - Deliver workshops for relevant public and private tourism stakeholders on specifics and needs of the source markets and targeted promotional activities to reach them
- ## 5. Tourism Diversification Strategy
- Identify needs and opportunities to diversify tourism to build resilience and avoid over-dependence on one or a few activities or markets
  - Provide recommendations for product improvements, diversification and packaging, building on the diverse offer of possible products and attractions, to meet preferences and needs of identified priority markets/segments
- Identify opportunities to incentivize development in products, market segments and marketing activities that contribute to a more responsible and sustainable travel and tourism sector
  - Explore possibilities to develop and boost off-peak tourism products and to stimulate travel by specific groups, e.g. through developing social tourism schemes aimed at seniors, families, youth and people with disabilities
  - Advise on possibilities for intra-regional tourism diversification
  - Organize sector-wide seminars on tourism diversification with a view to validating the tourism diversification strategy and encouraging multi-stakeholder collaboration
- ## 6. Digital Marketing Strategy
- Assess the current use of digital marketing tools for the promotion of domestic and international tourism and identify



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opportunities to strengthen and elaborate the use of digital tools for tourism promotion

- Analyze travel patterns and marketing trends in the COVID-19 aftermath to identify opportunities to rapidly stimulate demand from selected markets through digital marketing
- Provide recommendations for enhancing digital marketing activities by tourism stakeholders in the country, ensuring targeted actions and enhanced return on investment
- Deliver workshops to introduce proposed activities and share best practices on digital marketing with key tourism stakeholders

### 7. Incentives Programme to Stimulate Travel

- Identify opportunities to boost tourism demand through vouchers and benefit schemes offered by the public and private sector to their employees
- Assess feasibility to introduce competitive

prices, special promotions and other possible tools to boost demand for travel, especially to destinations that are heavily reliant on tourism

- Propose incentives to trigger demand that will facilitate domestic travel and encourage increased length of stay
- Prepare a Travel Incentives Action Plan and deliver awareness raising seminars on introducing incentives to stimulate travel



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## INSTITUTIONAL STRENGTHENING AND BUILDING RESILIENCE

### PART I: OVERVIEW

#### Introduction

Over the years, there has been a growing appreciation that enhancing the competitiveness and sustainability of the tourism sector requires a strong process of collaboration between a wide range of organizations from the public sector, private sector and civil society who can influence its impact or who are affected by it. In times of crises, the need for collaboration becomes even more evident with a view to bringing all organizations in one line and joining forces to mitigate the impact of the crisis and accelerate recovery, and to build resilience of tourism enterprises to adapt their business models to the new reality.

From the onset of the COVID-19 pandemic, institutions that are directly and indirectly involved in the tourism sector need to collaborate actively for optimal crisis communication. A crisis communication strategy with practical protocols will help guide tourism stakeholders to communicate effectively, and media training will be a useful tool to officials, politicians and

public figures, who may have to play an active role in tourism crisis communication and speak publicly during the COVID-19 pandemic.

Public-private partnerships for tourism recovery need to be strengthened at all levels: from local to national and even intraregional level. At a local level, Destination Management Organizations can play a leading role by bringing multiple stakeholders together to help coordinate and undertake joint actions for the promotion and management of tourism in the COVID-19 aftermath. At a national and intraregional level, there will be a need for joint initiatives involving National Tourism Administrations, Tourism Boards and Tourism Business Associations to tackle the impact of the COVID-19 crisis and plan for the future.

Tourism has always been a major job creator and has offered ample career opportunities to vulnerable groups, like women and youth. At the height of the COVID-19 crisis, all around the world employment was at risk, and tourism employees lost their jobs, which particularly affected the livelihoods of vulnerable groups of the society. Within the framework of tourism

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## INSTITUTIONAL STRENGTHENING AND BUILDING RESILIENCE

recovery initiatives, a new or updated tourism human capital strategy can help assess training needs, identify opportunities for local people to find employment and renew their career in the tourism sector, and propose actions to strengthen tourism education and training.

The COVID-19 aftermath will offer good opportunities to pay special attention to the use and diffusion of digital technologies in tourism human resources development activities. Specific initiatives can be developed to empower women to gain economic benefits from tourism development, and to train youth to obtain tourism employment and make career in the sector. At a local level, capacity building can be provided to communities in tourism destinations to develop, promote and manage tourism products in their area as a tool to diversify their income sources and help build sustainable livelihoods.

UNWTO has identified the following technical assistance activities in the field of Institutional Strengthening and Building Resilience that can assist Member States to provide guidance and support to the COVID-19 recovery process and

sustain jobs in the tourism sector.

1. Building Resilience of Tourism Enterprises to Adapt to the COVID-19 Reality, including Safety and Hygiene
2. Public-private Partnership for Tourism Recovery
3. Formulation of a Crisis Response Communication Strategy
4. Media Training for Key Players
5. Capacity Building Programmes in Tourism Development and Management for Accelerating Recovery
6. National Tourism Human Capital Strategy
7. Developing and Strengthening Destination Management Organizations (DMOs)
8. Capacity Building for Local Communities to Develop and Promote Local Tourism Products
9. Women Empowerment through Tourism
10. Youth Employment Project in Tourism

These technical assistance activities are further elaborated under Part II below.



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## INSTITUTIONAL STRENGTHENING AND BUILDING RESILIENCE

### Objective

To build capacities of decision makers, tourism stakeholders and the local community with a view to adapting to the post COVID-19 reality and to strengthen institutions and multi-stakeholder collaboration mechanisms in the sector for the purpose of mitigating the impact of the crisis and accelerating recovery. Specific objectives include:

- To support tourism governments and tourism businesses to adapt their services to meet the post COVID-19 working conditions with regard to health, safety, and restoration of consumer confidence
- To encourage and facilitate public private partnerships on initiatives that help mitigate the impact of the crisis and accelerate recovery
- To build capacities of institutions for crisis response communication
- To assess training needs and deliver capacity building programmes for decision makers, tourism stakeholders and community

members with a view to building resilience of the tourism sector post COVID-19

### Beneficiaries

- Member States, National Tourism Administration and National Tourism Board/ Authority, Provincial and Local Tourism Authorities, and Ministries and Institutions covering areas related to tourism, such as Ministry of Foreign Affairs; Health; Internal Affairs; Aviation; Education; Trade; Finance; and Economic Development
- Private Sector, both tourism business associations and individual tourism enterprises
- Tourism education and training institutions

All of whom will benefit from:

- o Strengthened inter and intra institutional relations and partnerships in the context of COVID-19, all for the purpose of pursuing the path of recovery within the tourism sector as well as cross-sectoral



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- o Strengthened capacities of all institutional actors and decision-makers in the tourism sector in times of crisis and on the path of recovery

### Sustainable Development Goal Impact

- **SDG 1:** No Poverty
- **SDG 4:** Quality Education
- **SDG 5:** Gender Equality
- **SDG 8:** Decent Work and Economic Growth
- **SDG 9:** Industry Innovation and Infrastructure
- **SDG 10:** Reduced Inequalities
- **SDG 11:** Sustainable Cities and Communities
- **SDG 12:** Responsible Consumption and Production
- **SDG 17:** Partnership for the Goals



# PILLAR III INSTITUTIONAL STRENGTHENING AND BUILDING RESILIENCE

## PART II: TECHNICAL ASSISTANCE ACTIVITIES

### 1. Building Resilience of Tourism Enterprises to Adapt to the COVID-19 Reality, including Safety and Hygiene

- Assess priority topics for tourism skills and business development training that may be relevant to build resilience of tourism enterprises in different stages of the COVID-19 mitigation and recovery process. Topics may include: Tourist Safety and Security; Health and Hygiene for the Tourism Sector; Customer Care; Accessible Tourism for All; Language Skills; Business Model Adaptation; and, Management and Financing of Tourism Businesses
- Develop tailor-made training programme and deliver courses with interactive working sessions and group exercises, using case studies and best practices, applicable to the local context.

### 2. Public-private Partnership for Tourism Recovery

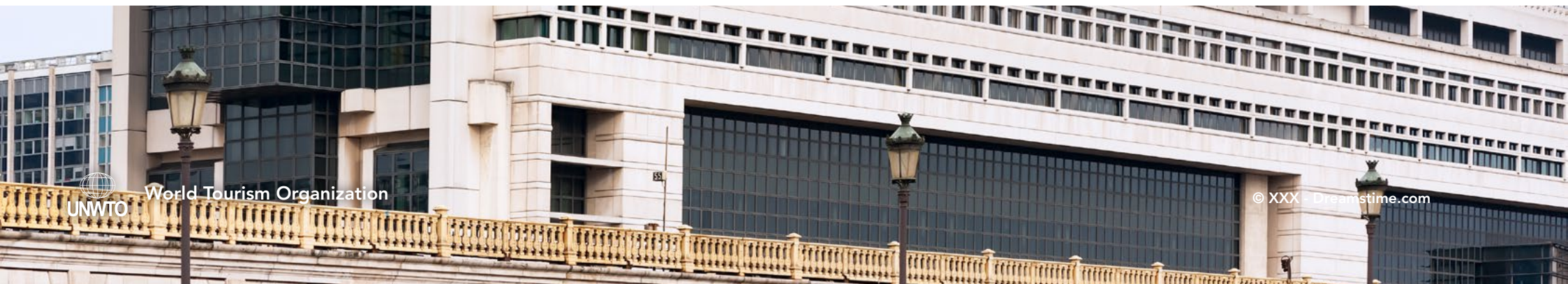
- Review the current status and initiatives of public-private partnership in tourism with a view to advising on improvements for the communication channels between public and private sectors to stimulate confidence, build mutual trust and accelerate tourism recovery and to identifying opportunities to build on successful multi-stakeholder mechanisms when developing joint actions in the COVID-19 aftermath
- Facilitate a multi-stakeholder consultation process to identify and reach consensus on priority initiatives to undertake for tourism recovery through public private partnerships
- Prepare an action plan for public-private partnership initiatives for tourism recovery, with clear descriptions of activities to be carried out, roles and responsibilities of each organization, timeframe, and proposed budget and funding sources



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## INSTITUTIONAL STRENGTHENING AND BUILDING RESILIENCE

- Deliver awareness raising seminar to encourage stakeholders to successfully collaborate in the planned initiatives and ensure delivery of proposed tasks by the partnership stakeholders
- ### 3. Formulation of a Crisis Communication Strategy
- Develop a clear and very practical communication strategy for crisis communication, with particular focus on COVID-19 mitigation and recovery
  - Formulate techniques for the development of crisis scenarios based on data and current crisis dynamics
  - Prepare crisis communication tools, their content and format including a crisis communication operational manual
  - Determine the timing and frequency of press releases, the appropriate communication media and channels depending on the case, and lists of media outlets and stakeholders, etc.
- ### 4. Media training for Key Players
- Prepare a special media and public influencers relations and engagement strategy
  - Provide training to decision-makers and institutional figures likely to speak in public and/or act as interlocutors for international professionals (media, tour operators, embassies, etc.)
  - Introduce the crisis communication operational manual and present basic communication techniques in all types of media, including social networks
  - Simulate real crisis press conferences with professional journalists
  - Provide examples and guidelines on crisis communication techniques and tools, mistakes to avoid, development of a notification policy regarding victims, and procedures for contact management with families in the event of incidents, repatriation of tourists



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## INSTITUTIONAL STRENGTHENING AND BUILDING RESILIENCE

### 5. Capacity Building Programmes in Tourism Development and Management for Accelerating Recovery

- Identify priority topics related to tourism development, management and resilience building on which officials from tourism entities at national, provincial and local level would require training to provide optimal support to the process of post-COVID tourism recovery. Topics may include: Implementation of Tourism Strategies; Performance Management and Monitoring; Innovation and Digital Transformation; Accessibility for All; and, Sustainable Tourism Development, including practical approaches to engage local communities and local enterprises and applying principles of sustainable consumption and production in the tourism sector
- Develop a tailor-made programme for a series of intensive courses and deliver the courses in an interactive manner in the country, where possible, and actively involving local trainers

### 6. Developing/Updating National Tourism Human Capital Strategy

- Carry out a situation analysis of trends in supply and demand of the tourism labour market in the context of the COVID-19 aftermath, identifying specific opportunities and needs for training in the short, medium, and long term
- Evaluate capacity building needs of public and private stakeholders in terms of staffing, levels of expertise and knowledge at national and local level
- Undertake a qualitative and quantitative evaluation of existing hospitality and tourism management training programmes
- Formulate or update the national tourism human capital strategy, including an action plan for tourism training and education and for raising awareness of tourism as a viable career and source of employment





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## INSTITUTIONAL STRENGTHENING AND BUILDING RESILIENCE

### 7. Developing and Strengthening Destination Management Organizations (DMOs)

- Identify issues and activities on which a DMO can play a leading role to help mitigate the impact of the COVID-19 crisis, build resilience and support tourism stakeholders in the recovery trajectory
- Hold meetings with the key public and private stakeholders and present different DMO development and management models, building on the UNWTO Quest certification criteria, and potential initiatives to be undertaken by the DMO
- Prepare a roadmap for the DMO management and initiatives in the short and medium term

### 8. Capacity Building for Local Communities to Develop and Promote Local Tourism Products

- Identify existing and possible new local tourism products that have good potential to be improved or developed in the post

COVID-19 recovery period

- Develop and implement tailor-made capacity building projects for local community members that are managing or planning to create local tourism products, including topics as customer care, e-marketing, tour guiding, handicrafts, and business management
  - Create online and on-site channels of communication to identify the needs and activate the participation of local communities and local stakeholders in the tourism destination, e.g., indigenous communities, cultural actors
  - Address Information Technology skill gaps to bridge inequalities between communities in developed and emerging regions, given that most of them will require new technologies and additional training to access supply chains
- ### 9. Women Empowerment through Tourism
- Carry out a tourism Gender Value Chain Analysis and a Tourism Gender and Training

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## INSTITUTIONAL STRENGTHENING AND BUILDING RESILIENCE

Needs Analysis to identify opportunities and training needs for women to benefit from tourism in the COVID-19 aftermath

- Organize a Tourism and Gender Equality Seminar to raise awareness on challenges and needs for gender equality in the tourism sector, exchange experiences on tourism and women empowerment, and identify possible actions how women empowerment can be addressed in tourism planning and development
- Propose initiatives that facilitate women's advancement in decision-making arena in the public and private sector, including on boards of tourism companies
- Prepare a vocational training programme for women, including components on digital innovation, conduct a train-the-trainers seminar, and deliver tourism vocational training courses

### 10. Youth Employment Project in Tourism

- Undertake a rapid training needs assessment for the tourism sector, especially

to agree with the private sector on which topics there would be a need for vocational training to enhance employability and entrepreneurship of young people in the COVID-19 aftermath

- Prepare a vocational training programme for youth, including components on digital innovation, conduct a train-the-trainers seminar, and deliver tourism vocational training courses
- Create an online-learning platform in order to reach a large number of young people



