ALULA FRAMEWORK FOR INCLUSIVE COMMUNITY DEVELOPMENT THROUGH TOURISM

Developed by UNWTO and the G20 Tourism Working Group on the occasion of the 2020 G20 Presidency

UNWTO
World Tourism Organization

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FOREWORD

Tourism is one of the fastest growing and most resilient socioeconomic sectors of our times. Outpacing the world economy over the past decade, in 2019, tourism accounted for 7% of global trade. As the ultimate person-to-person sector, it also generates millions of jobs both directly and indirectly, including jobs for women, youth and those living in rural communities.

However, tourism's many benefits have still to be fully deployed. The sector is not just a leading source of employment. It also promotes territorial cohesion and socioeconomic inclusion for the most vulnerable. Tourism helps communities hold onto their unique natural and cultural heritage, supporting conservation, safeguarding endangered species, and keeping traditions and flavours alive.

The COVID-19 pandemic has brought the world to a standstill. Our sector is among the hardest hit of all. As we join forces to restart tourism, we must live up to our responsibility to ensure the benefits this will bring are shared as widely and fairly as possible. This crisis is an opportunity to rethink the tourism sector, its contribution to people and its impact on the planet. It is a chance to build back better towards a more sustainable, inclusive and resilient tourism.

I congratulate the Saudi Presidency for placing inclusive community development through tourism at the heart of the G20 2020 Agenda. This has the power to transform the lives of millions, providing empowerment through work and education, while at the same time helping to preserve our environment and our culture.

I invite G20 countries to embrace tourism as an effective means for inclusion and sustainability. I trust that the G20's leadership and vision will translate into new opportunities for communities all around the world and that this Framework will ensure policy objectives are translated into concrete actions and interventions for the benefit of all.

Zurab Pololikashvili
Secretary-General,
World Tourism Organization (UNWTO)

EXECUTIVE SUMMARY

Fostering a truly holistic and integrated approach to inclusive community development through tourism

Under the leadership of the 2020 G20 Presidency, the World Tourism Organization (UNWTO) and the G20 Tourism Working Group have developed the current *Framework for Inclusive Community Development through Tourism* to advance the potential of tourism as an effective means for contributing to and achieving inclusive community development and the Sustainable Development Goals in line with the G20 Presidency's objectives of:

- **Empowering People:** creating conditions in which all people, especially women and youth, can live, work and thrive

- **Protecting the Planet:** fostering collective efforts to protect our commons

- **Shaping New Frontiers:** adopt long-term and bold strategies to utilize and share the benefits of innovation.

The Framework is addressed to national governments in G20 countries, yet it provides guidance and inspiration to all governments as well as all other key stakeholders in the tourism sector – regional and local governments, the private sector, industry associations, civil society, communities and tourists – with the aim of fostering a truly holistic and integrated approach to inclusive community development through tourism.

It further supports organizations working in development cooperation to prioritize tourism as an effective means to advance inclusion by supporting governments and local communities to develop policies and action plans that build and enhance public-private-community cooperation and make tourism an effective tool for inclusive development through fair and efficient distribution of the benefits of tourism throughout their territories.

INTRODUCTION

TOURISM AT A CROSSROAD

The world is presently experiencing transformative change manifested through technology developments, demographic changes, changing consumer habits, environmental and climate change imperatives and globalization. These together with continued inequalities and the immense impacts of the COVID-19 pandemic are all affecting the tourism sector.

Societal shifts such as aging population in developed countries, increasing disposable incomes in emerging economies and changing consumer demands for more sustainable and transformative experiences have various implications on tourism and its development. These could be beneficial for the development and revitalization of rural communities, providing them with better livelihoods.

Further, new technologies linked to automation, artificial intelligence-powered service robots, and the use of big data are a major source of innovation and efficiency, bringing radical changes in how tourism services are delivered and consumed generating significant social transformations. These technologies, if well-developed and utilized, can enable social and economic inclusion and empowerment, providing access to entrepreneurial opportunities and services for disadvantaged communities and groups previously excluded from the tourism economy.

Figure ES.1: International tourist arrivals in 2020: YTD results and scenarios (y-o-y monthly change, %)
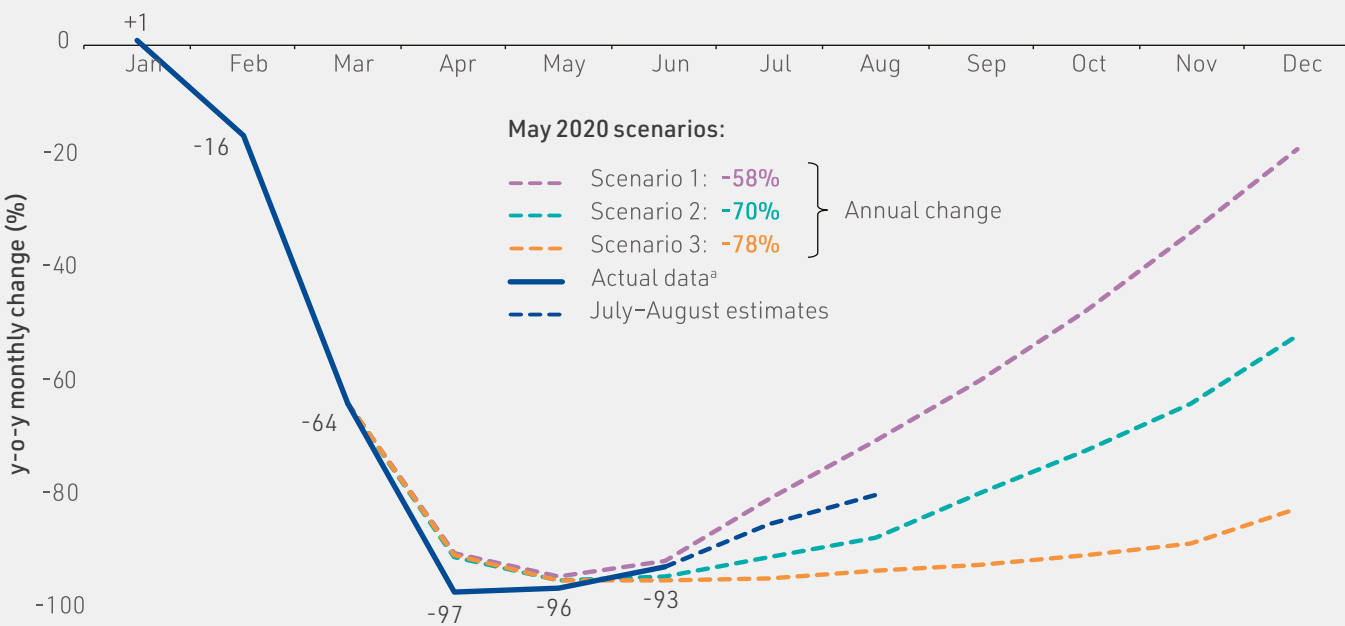
Note: Dotted blue line corresponds to UNWTO estimates for July and August 2020.
a) Actual data through June includes estimates for countries which have not yet reported monthly results.
Source: World Tourism Organization (UNWTO), September 2020.

The COVID-19 is also a major opportunity to restart and work together towars a more sustainable and inclusive tourism sector

Developments of low carbon transportation and greener infrastructure, efficient resource management and improved safeguarding of natural and cultural resources facilitated by technological advancements are key to resilience and combatting climate change. Climate change has been linked with multiple forms of discrimination often affecting the very disadvantaged and vulnerable groups and communities most. Consequently, environmentally friendly tourism products that aim to advance climate neutrality in communities would enable them to be more competitive, resilient and sustainable.

COVID-19 represents an unprecedented health and socioeconomic crisis for the tourism sector which is responsible for the creation of millions of jobs, directly and indirectly through the fragmented and complex value chain that it supports. The UNWTO projects a 60% to 80% decline in international tourist arrivals and USD 910 billion to USD 1.2 trillion loss in export revenues from tourism in 2020 putting 100 million to 120 million direct tourism jobs at risk. The impact of COVID-19 is particularly challenging for micro-, small and medium-sized enterprises (MSMEs) and to women and youth as a they take a higher share of jobs in tourism as compared to the overall economy.

The impact of COVID-19 on tourism requires important actions from all players to support the millions of livelihoods at risk but it is also a major opportunity to restart and work together – governments, private sector and communities towards a more sustainable and inclusive tourism sector centered around people's and communities' wellbeing:

1. The pandemic has re-emphasized the importance of, and the need to develop and promote domestic, regional and local tourism that is inclusive and takes the wellbeing of the communities to heart ensuring smooth coopetition and rewarding experiences for all stakeholders involved. COVID-19 serves as a timely reminder to consider the role of tourism in building a fairer, equitable, more inclusive, resilient and sustainable society.

2. The COVID-19 pandemic has highlighted the need for greater cross-national solidarity and cooperation for crisis management especially in relation to international travel. Whilst recognizing the current global socioeconomic crisis caused by the pandemic and the emerging tensions between countries as a result of measures implemented to stem the pandemic (for example by limiting travel to and from certain countries), G20 member states should reflect and work in concert to introduce measures and mechanisms which will reduce these tensions and so encouraging safe travel (i.e., domestic and regional travel) for their citizens. These measures have ripple effects that go beyond tourism.

3. The COVID-19 pandemic presents an opportunity to drive climate change action while finding a fair balance with tourism recovery through accelerating digital transformation, innovation and sustainability in the sector.

Tourism in the G20 countries
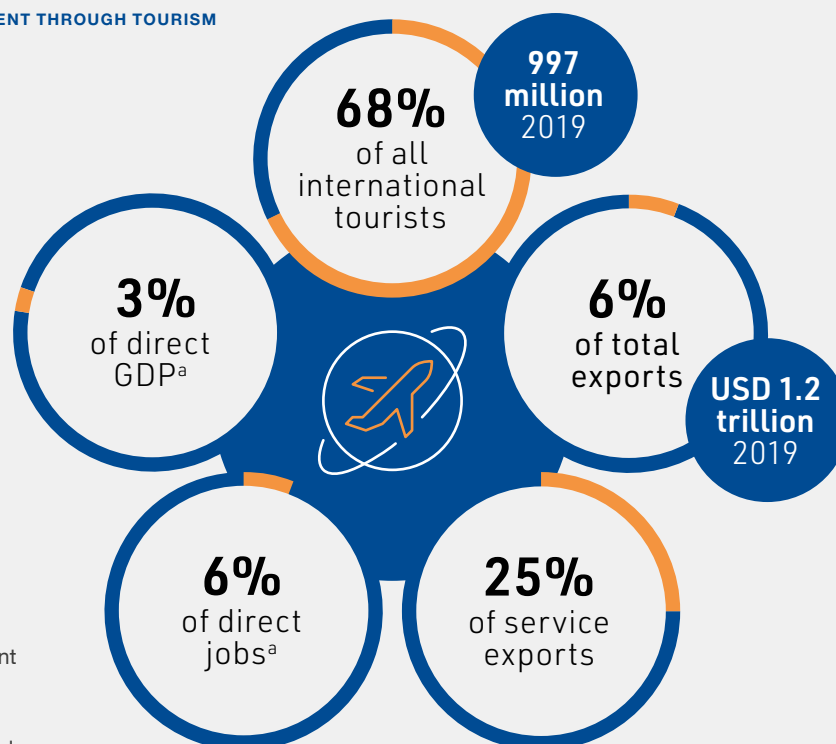
68% of all international tourists

997 million 2019

3% of direct GDP[a]

6% of total exports

USD 1.2 trillion 2019

6% of direct jobs[a]

25% of service exports

Figure ES.2:
Tourism in the G20 countries
Note: a) Tourism Satellite Account (TSA) estimates.
Source: UNWTO 2019 estimates, based on UNWTO, IMF and OECD data.

TOURISM IN THE G20 COUNTRIES

In 2019 tourism made a direct contribution of 3% to the GDP of G20 countries, 6% of all G20 exports and 6% of direct employment, or some 2.2 million jobs.[1] According to OECD 89% of tourism exports generate domestic value added in OECD countries compared with 81% for overall exports which stresses the relevance of the sector to the G20 countries.[2]

WHY TOURISM FOR INCLUSIVE COMMUNITY DEVELOPMENT?

Tourism has become one of the most dynamic, resilient and fastest growing economic sectors, contributing to GDP, job creation and social and economic development along its value chain, and outpacing the world economy every year over the last decade.

Tourism's current value and growth potential positions the sector as a key driver of inclusion, local economic growth and recovery post COVID-19 through entrepreneurship and employment creation in urban and rural communities in G20 countries and beyond.

Nonetheless, the benefits from tourism oftentimes do not often trickle down to the community level or are not fully maximized to promote inclusion, combat depopulation and enhance regional cohesion.

Further, tourism's role as a catalyst for inclusive community development is often undervalued in policy formulation and implementation. To harness tourism's impressive potential to advance inclusive community development, a clear evidence-based framework is needed to guide and measure progress made to date. The framework lays the foundation for surmounting current challenges and provides recommendations to capitalize on opportunities for the sector to contribute to inclusive community development.

The implementation of the Framework should translate into benefits especially for under-developed regions (both rural and urban), MSMEs and disadvantaged groups (unemployed people and people engaged in non-standard employment, women, ethnic minorities and indigenous people, people with disabilities, youth and people with lower levels of formal education).

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1   World Tourism Organization (2020), estimates for 2019, based on UNWTO, IMF and OECD data.
2   Organisation for Economic Co-operation and Development (2020a), *OECD Tourism Trends and Policies 2020,* OECD Publishing, Paris, DOI: https://doi.org/10.1787/6b47b985-en.

Figure ES.3: G20 and Guest countries Survey
What are the main benefits of employing tourism as a means to achieve inclusive community development?

Number of countries which identified each factor as a key benefit

Benefit	Number
Creation of direct jobs	15
Reinforcement of local economy	15
Creation of indirect and induced jobs	14
Preservation and promotion of local culture and tradition	14
Improved access/infrastructure/services	14
Diversification of economy	11
Retain local population	10
Improvement of local community environment	12
Enhanced preservation of local environment	12
Livelihoods for vulnerable groups and minorities (women and youth)	11
Opportunities for entrepreneurs	10
Build resilience	10
Generation of funds to preserve cultural and natural assets	10

ECONOMIC
SOCIAL
ENVIRONMENTAL

Realizing these benefits requires **policies that focus on the following key issues:**

1. Capacity building for jobs and opportunities: building capacities (especially in areas such as digital literacy, financial literacy, marketing, or languages) among local communities, in particular for youth, women and ethnic, indigenous and other minority groups, to obtain employment in tourism companies, supply goods and services to tourists and tourism enterprises and establish competitive small and medium-sized tourism enterprises, is critical for generating income and equitable distribution of wealth.

2. Promoting the role of women in communities: Women make up 54% of the tourism workforce, compared to 39% in the broader economy. It is therefore particularly important to unpack gender dimensions at the community level in rural and urban areas in terms of education, employment, leadership, the provision of health care, social norms, legal frameworks and access to financial resources. A gender-responsive, sustainable approach to tourism planning and management should consider women's needs at a community level, generate

opportunities for women to be entrepreneurial through diversified income generating activities and help to integrate gender equality at all levels of the sector. Most importantly, it will shine a light on what women want to achieve and how to achieve it.[3]

3. Fostering innovation, digitalization and entrepreneurship including the digitalization of the whole tourism ecosystem and social entrepreneurship through support to local MSMEs is critical to empowering and developing communities, providing them competitive advantages and access to the markets at both national and regional levels. Innovations in product development, marketing and services multiply the tourism potential of communities and accelerate their inclusion into the tourism value chain with a special focus on digitalization.

4. Empowering of local communities: The inclusion of communities especially youth, women and ethnic, indigenous and other minority groups, and their representatives in co-leading the processes of consultation and decision-making for planning, developing and managing the 'destination' should take

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3   For further information, please consult: World Tourism Organization (2019a), Global Report on Women in Tourism – Second Edition, UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284420384.

full priority. Community development through tourism should start and end with the community's wellbeing – economic, social, cultural and environmental – at the core.

5.   **Providing infrastructure and services:** Community development through tourism provides an opportunity to use the sector as a means to support services and infrastructure-related development and maintenance – improved transport infrastructure not only plays a significant role in attracting tourists, but it also improves the quality of life of local residents. Furthermore, it can generate additional funding/demand for the development and better maintenance of basic healthcare and educational infrastructure, public spaces, cultural attractions and convention centres, which all contribute to the attractiveness of destinations.

6.   **Communities as champions of nature and heritage preservation:** With awareness raising and capacity building, local communities can play a critical role in environmental, social and cultural preservation and valorization, which is an essential precondition to generate long-term benefits from tourism development. At the same time, tourism brings opportunities for local

communities to earn income from natural and cultural assets thus increasing their desire to preserve those assets.

7.   **Tourism for all:** Developing accessible environments, infrastructure and services in communities benefits the local community and creates a more inclusive society for all while opening new market opportunities.

8.   **Decent work and formalization:** Other important issues to be considered include adopting policies to improve the implementation of tourism related regulations and providing incentives to formalize/register tourism businesses that operate in the informal sector (especially in low- to middle-income countries).

9.   **Public/private/community development, towards a new governance model:** It is key to ensure a close collaboration between governments at all levels, the private sector and the civil society, particularly communities and residents, as well as the full engagement of tourists, to make the tourism sector work for community development.

FRAMEWORK FOR INCLUSIVE COMMUNITY DEVELOPMENT THROUGH TOURISM

Tourism is better placed than many other sectors to contribute to achieving the G20 2020 Presidency's objectives.

The G20 has an exemplary opportunity to lead in advancing global cooperation and this Framework echoes this approach by encouraging cohesion and collaboration between communities and tourism stakeholders. The Framework is outlined around five main dimensions which have as its core the four interlinked central pillars of action of the 2020 G20 Presidency and the SDGs – key criteria for inclusive community development to which tourism stands to make a remarkable and enduring contribution.

FOR WHOM – CRITERIA FOR IDENTIFYING COMMUNITIES

The criteria for the identification of a community should consider three factors:

1. The **community characteristics;**

2. The existence of enabling factors that define its **tourism potential;** and

3. The commitment and **interest from communities themselves.**

Figure ES.4: Framework for Inclusive Community Development through Tourism

For whom?

What are the communities that should benefit from the Framework according to their potential, commitment and level of development?

By whom?

Who are the most appropriate stakeholders to implement these programmes?

Measuring

How to measure the outcomes and quantifiable impact of the Framework?

Shaping new frontiers

through innovation and digital transformation (cross-cutting to all four pillars of action)

Figure ES.5:
G20 and 2020 invited countries survey.
Question: How would you define a 'community' in the context of inclusive community development through tourism in your country?

Source: G20 and 2020 invited countries survey

Number of countries which mentioned the following dimensions
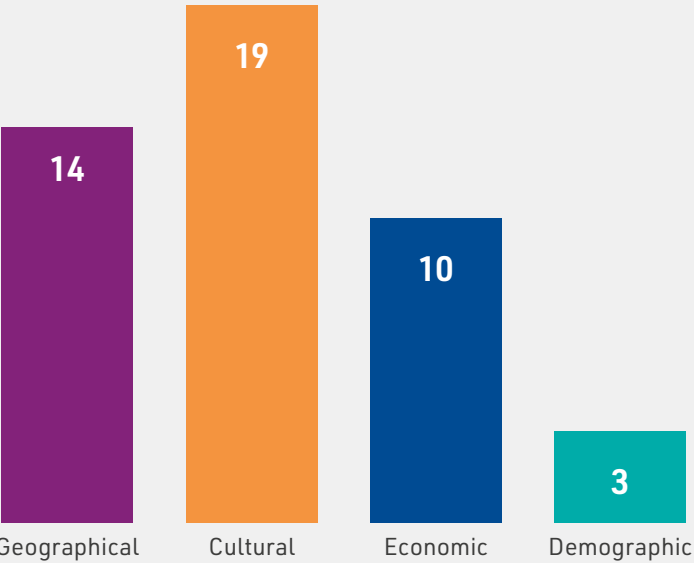
A community is defined as a group of individuals that share some common characteristics.[4] Often, we assume that a group of residents are a community if they share physical proximity or geography with delineated boundaries. Within the current global discourse on community development, communities are mainly defined by geography and level of economic development, providing there is a sense of belonging and identity with shared ties, values and beliefs, and face similar/related issues.[5] This vision coincides with the assessment of the G20 and 2020 invited countries surveyed for the development of the Framework.

Alongside the characteristics of the community the selection process should also include **enablers** for tourism development which are both demand-driven (current tourism development, i.e., market viability, proximity to source markets, investment and support mechanisms, tourism governance and policy mechanisms, etc.) and supply-based (natural attractions, cultural heritage, existing infrastructure in relation to transport, health, safety and security, etc).

Finally, there must be a commitment and interest from communities themselves and civil society organizations to work with the public and private sectors.

BY WHOM?
PUBLIC-PRIVATE-COMMUNITY PARTNERSHIP – TOWARDS A NEW GOVERNANCE MODEL

The Framework recommends the public-private-community partnerships (PPCP) approach; a symbiotically operational model designed to achieve inclusive local and sustainable development. A PPCP approach enables the three parties to collectively develop tourism product(s)/service(s) for mutual benefit through jointly assuming risks and responsibilities while sharing resources and competences. This maximizes the benefits provided to the wider community and contributes to sustainable community development[6] and resilience[7]. These benefits are often of a higher quality and reach a broader number of people than could be achieved by acting alone or through standard statutory or consultative relationships.

4   Tauber, D. and Schwartz, D. G. (2011), 'Integrating knowledge management with the systems analysis process', in: Schwartz, D. and Te'eni, D. (eds.), *Encyclopedia of Knowledge Management, Second Edition,* IGI Global, pp. 431–441, DOI: https://doi.org/10.4018/978-1-59904-931-1.

5   Noya, A. and Clarence, E. (2009), 'Putting Community Capacity Building', in: Noya A.; Clarence, E. and Craig, G. (eds), *Community Capacity Building; Creating a Better Future Together,* OECD, Paris, DOI: https://dx.doi.org/10.1787/9789264073302-en.

6   Ministry of Foreign Affairs of the Netherlands (2013), 'Public-Private Partnerships in developing countries: A systematic literature review', *IOB Study* (online), available at: www.government.nl (20-05-2020).

7   Sharma, S. and Nayak, S. (2013), 'Public-private community partnerships: an isodynamic model in water management', *International Journal of Public Sector Management,* volume 26 (2), pp. 135–145, DOI: https://doi.org/10.1108/09513551311318004.

PILLARS OF ACTION

Based on the SDG framework (People, Planet, Prosperity and Partnerships) and the G20 Presidency priority areas, and informed by the list of enabling factors emanating from the G20 and 2020 invited countries survey, four main pillars of action and their corresponding programmes and possible interventions are proposed.

The pillars are holistic and the proposed programmes and interventions for the respective pillars of action are flexible, inter-related and mutually dependent on each other to maximize the impact and outcomes of each of the interventions.

MEASURING OUTCOMES AND MONITORING IMPACT

It is recommended that G20 countries lead the way in sustainability by adopting the Measuring the Sustainability of Tourism (MST) recognized by the UN Statistical Commission as the framework to measure the contribution of tourism to the SDG Agenda in the three pillars of sustainable development: economic, environmental and social dimensions. This tool includes a subnational component which should be considered as the framework to measure the sustainability of the tourism sector in communities.

The MST framework is currently being piloted in eleven countries, including five G20 countries: Austria, Canada, Fiji, Germany, Italy, Mexico, the Netherlands, Philippines, Saudi Arabia, Sweden and Thailand.

FRAMEWORK FOR INCLUSIVE COMMUNITY DEVELOPMENT THROUGH TOURISM
– THE FOUR PILLARS OF ACTION –

PILLAR 1: EMPOWER

Programmes:

1. Community participation in planning, policy and management

2. Capacity & capability building through human capital and skills development

3. Gender-responsive legal framework and women's leadership

PILLAR 2: SAFEGUARD

Programmes:

1. Responding to climate change

2. Efficient resources management

3. Safeguarding natural and cultural heritage

4. Smart monitoring and crisis preparedness

PILLAR 3: PROSPER

Programmes:

1. Strengthening the role of innovation, digitalization and entre-preneurship in national tourism strategies

2. Placing inclusion and inequality reduction at the heart of the tourism agenda: inclusive tourism master plans

3. Developing, maintaining and updating tourism infrastructure

4. Co-creation of sustainable and economically viable tourism products

PILLAR 4: COLLABORATE

Programmes:

1. Transversal collaboration between governmental areas

2. Vertical collaboration to integrate regional/ local tourism stakeholders

SHAPING NEW FRONTIERS

Monitoring impacts

Figure ES.6:
Key measurement areas of the Measuring the Sustainability of Tourism (MST) initiative aligned to the pillars of the Framework for ICD through tourism

EMPOWER

Focus on the economic and social dimensions of MST including:

- Tourism supply and use accounts analysis;
- Employment in tourism;
- Demographics of tourism establishments;
- Education;
- Community and local perception;
- Tourism governance; and
- Decent work.

Special attention should be paid to gender indicators.

SAFEGUARD

The measurement fields in MST include:

- Water use in tourism industries (including wastewater flows);
- Water resources;
- Energy use in tourism industries;
- GHG emissions by tourism industries;
- Solid waste by tourism industries;
- Land use and cover (including marine areas), ecosystem condition and services for tourism related areas;
- Wildlife in protected areas/parks;
- Green jobs; and
- Visitor movement and culture/heritage can be used to measure and monitor the impact of the proposed interventions.

PROSPER

Fields to be considered in line with MST include:

- Tourism supply and use accounts analysis (derivation of GDP, GVA, etc.);
- Tourism expenditure;
- Employment and decent work in tourism;
- Investment and infrastructure;
- Health outcomes;
- Education;
- Community cohesion; and
- Crime.

COLLABORATE

Relevant measurement areas in MST include:

- Demographics of tourism establishments;
- Investment and infrastructure;
- Ecosystem condition and services for tourism related areas;
- Green jobs;
- Education;
- Community;
- Accessibility; and
- Tourism governance.

PILLARS OF ACTION, PROGRAMMES AND INTERVENTIONS

PILLAR 1: EMPOWER

Interventions	Stakeholders	Outcomes
Empower programme 1: Community participation in planning, policy and management		
Effective involvement of key stakeholders in strategy planning, policy and management design with special emphasis on: cross-sector value chain representatives, residents and community groups owners of tourism initiatives.	▪ DMOs ▪ Private sector associations ▪ Tourism private sector and other private sectors ▪ NGOs/donors ▪ Community associations and representatives	▪ Number of workshops and community engagement activities ▪ Effectiveness of the workshops and activities (translation into effective co-design of measures, innovations, etc.)
Identification of local champions/leaders of projects to guarantee the implementation and long-term sustainability of tourism projects.	▪ DMOs ▪ Community representatives (public/private) ▪ Private sector associations	▪ Number of champions identified and associated to specific programmes of actions
Empower programme 2: Capacity and capability building through human capital and skills development		
Undertake a needs assessment for efficient destination management at the community level	▪ DMOs ▪ Private sector tourism (MSME business owners and entrepreneurs, tourism workforce) ▪ Private sector other associations (e.g., tourism education institutions) ▪ Tourism private sector associations ▪ Residents	▪ Number of vocational schools available to develop capacity for tourism ▪ Number of available tourism educational and skills development programmes ▪ Number of residents that have completed tourism training programmes, as well as those undergoing training with a focus on gender ratio and the involvement of the most vulnerable groups. ▪ Number of human resource mapping and planning exercises carried out among stakeholders

Interventions	Stakeholders	Outcomes
Understanding capacity for development	▪ DMOs ▪ National and local governments ▪ Communities ▪ All other stakeholders	▪ Capacity estimation of the destination ▪ External consultants participating in the tourism planning
Building collaborative learning networks and learning hives	▪ Private sector tourism and other sectors (tourism businesses, entrepreneurs) ▪ Private sector associations (e.g., mentoring and coaching, entrepreneurship acceleration organizations) ▪ NGOs ▪ DMOs	▪ Number of mentoring networks created ▪ Number of tourism projects mentored
Develop capacity of community leaders and champions	▪ Private sector tourism and other sectors ▪ Private sector associations (e.g., mentoring and coaching, entrepreneurship acceleration organizations) ▪ Communities ▪ Local governments	▪ Number of community leader and champion competition activities
Empower programme 3: Gender-responsive legal framework and women's leadership		
▪ Implement gender mainstreaming across tourism policy, planning and management at the national, regional and local levels ▪ Reduce legal and policy barriers for women ▪ Incentivize female leadership by addressing the lack of high-level women's representation in decision-making spaces and through targeted fiscal policies (incentives for investment and operations)	▪ National and local governments ▪ DMOs ▪ NGOs ▪ Private sector associations ▪ Educational institutions/organizations	▪ Percentage of women in management positions in public tourism administrations/employed in the tourism industries ▪ Percentage of female owned tourism businesses and women in CEOs in tourism businesses

PILLAR 2: SAFEGUARD

Interventions	Stakeholders	Outcomes
Safeguard programme 1: Responding to climate change		
▪ Mainstreaming climate change measures into tourism policies, strategies and planning ▪ Adoption of an integrated approach between climate change adaptation and disaster risk reduction ▪ Continue supporting the use of clean energy through fiscal policy incentives ▪ Foster entrepreneurial initiatives encouraging behavioural changes ▪ Accurately measure and monitor tourism's emissions ▪ Continue raising awareness of best practices on climate change ▪ Communities should define their own approach to growth, adopting maximization strategies	▪ National and local governments ▪ DMOs ▪ Private sector tourism ▪ Communities (residents) ▪ NGOs	▪ Number of workshops/meetings regarding climate change and tourism development ▪ The implementation of Measuring the Sustainability of Tourism (MST) ▪ Number of firms participating in clean energy programmes ▪ Number of firms training their staff on clean energy ▪ Changes and savings made by community-based tourism (CBT) businesses as a result of adopting clean energy plans
Safeguard programme 2: Efficient resources management		
Use of MST framework for measuring greenhouse gas (GHG) emissions and the consumption levels and future availability of resources	▪ DMOs ▪ National and local governments ▪ Private sector associations	▪ Number of Pilot countries in the MST
▪ Use of MST framework for measuring and monitoring the outcomes and impacts of GHG emissions and consumption levels ▪ Multi-scalar sustainable water management plans	▪ National and local governments ▪ Private sector tourism (tourism businesses and staff) ▪ Private sector other (e.g., tech industry, water companies) ▪ NGOs (e.g., environmental protection organizations)	▪ Number of firms participating in water sustainable programmes ▪ Number of firms training their staff on water efficiency ▪ Water management plans elaborated/revised and updated ▪ Participatory workshops with water related and tourism stakeholders to translate needs into projects ▪ Changes and savings made by CBT businesses as a result of adopting sustainable water management plans

Interventions	Stakeholders	Outcomes
- Circular economy action plans - Design and introduction of fiscal policies and economic instruments for natural resources safeguarding and management	- DMOs - Private sector tourism (tourism businesses) - Private sector other (e.g., tech industry) - Communities (residents and tourists) - National and local governments - DMOs	- Number of accommodation firms involved in zero waste tourism programmes. - Ratio of tax revenue spent between tourism promotion and resource protection.
Safeguard programme 3: Safeguarding natural and cultural heritage		
- Safeguarding natural and cultural heritage through tourism education and product development - Maximizing the positive contribution of tourism in addressing global biodiversity decline	- DMOs - NGOs (e.g., heritage and conservation experts) - Communities - Private sector tourism (businesses)	- Capacity building exercises - Number of thematic itineraries co-created - Satisfaction of stakeholders involved
Safeguard programme 4: Smart monitoring and crisis preparedness		
Integrated data driven monitoring master plans	- DMOs - Local government - Private sector tourism (businesses) - Private sector other (e.g., universities and other research institutions)	- Data scientists hired and trained to manage data collation especially big data - Creation of data collation units within government at all levels - Collection of reliable data and big data enabling a clear analysis of impacts of inclusive community development (ICD) through tourism for (re)designing and updating management plans
GIS-driven master plans	- DMOs - Local governments - Private sector tourism (businesses) - Private sector other (e.g., universities and other research institutions)	- Data scientists hired in charge of big data planning - Creation of big data government units - Collection of big data enabling a clear analysis of impacts of ICD through tourism for (re) designing and updating key items in destination management plans

Interventions	Stakeholders	Outcomes
Crisis management and disaster risk management plans and strategies	▪ DMOs ▪ National and local governments ▪ Private sector associations ▪ Private sector other (e.g., universities and other research institutions)	▪ Number of workshops to validate scenarios ▪ Data scientists incorporated to work with big data systems in crisis preparedness and management. ▪ Defining, reviewing and updating emergency plans and self-assessment toolkits ▪ Defining, reviewing and updating flexible emergency plans

PILLAR 3: PROSPER

Interventions	Stakeholders	Outcomes
Prosper programme 1: **Strengthening the role of innovation, digitalization and entrepreneurship in national tourism strategies**		
Introduction of dedicated strategies and programmes to foster entrepreneurial innovation and digitization	▪ National and local governments	▪ Revenue and profit generated by CBT businesses
Introduction of fiscal policies with a range of new financing instruments	▪ DMOs ▪ Private sector tourism (entrepreneurs and businesses) ▪ NGOs (development institutions and funding agencies) ▪ Private sector other (e.g., banks, venture capital and impact funds)	▪ Number of new financing instruments effectively implemented ▪ Number of financial policy instruments in operation to support innovative entrepreneurial businesses. ▪ Number of loans issued/granted to CBT entrepreneurs
Strong private and public sector investment in tourism infrastructure and venture capital environment	▪ National governments ▪ Private sector tourism (e.g., hotels, tour companies) ▪ Private sector other (e.g., banks)	▪ Private investment ▪ Loans to support the investment
Lowering barriers for local start-ups and growth-oriented businesses by simplifying administrative procedures	▪ National and local governments ▪ Private sector tourism (entrepreneurs) ▪ Private sector associations ▪ Private sector other (banks, education)	▪ Number of entrepreneurs (serial) engaged in new tourism businesses after a failure. ▪ Number of new start-ups, businesses and community initiatives operated by women and/or locally owned
Governmental support to the creation of entrepreneurial communities through investments in supporting infrastructure	▪ Local governments ▪ Private sector tourism (entrepreneurs) ▪ NGOs (e.g., entrepreneurship institutions) ▪ Private sector other (e.g., investors, banks)	▪ Buildings/physical infrastructure dedicated to entrepreneurial communities ▪ Effective economic measures to attract investors ▪ Survey of the quality and variety of services provided

Interventions	Stakeholders	Outcomes
Prosper programme 2: **Placing inclusion and inequality reduction at the heart of the tourism agenda: inclusive tourism master plans**		
Human and financial capital development for vulnerable groups to foster inclusion	▪ DMOs ▪ Communities ▪ NGOs ▪ Private sector tourism ▪ Private sector other (e.g., educational institutions)	▪ Number of capacity building programmes and number of participants in the last five years disaggregated by gender ▪ Survey of the quality and satisfaction of jobs created
Facilitating access to and use of soft technology through investments in supporting infrastructure; promotion of market access and value chain development	▪ DMOs ▪ Communities ▪ NGOs ▪ Private sector tourism ▪ Private sector other (e.g., educational institutions)	▪ Number of digital interventions ▪ Number of digital intervention users
Strengthening linkages via the promotion of market access and value chain development	▪ DMOs ▪ Residents ▪ Private sector associations	▪ Number of local suppliers collaborating with established tourism firms
Enhance local control of tourism development through regulatory frameworks	▪ DMOs ▪ Communities ▪ Private sector associations	▪ Number of locally owned businesses ▪ Number of leasing agreements active or potential
Creation of proactive public–private–community partnerships (PPCPs) for effective product development and destination management	▪ DMOs ▪ Communities ▪ NGOs ▪ Private sector tourism	▪ Number of workshops created to work on tourism projects ▪ Roles given to vulnerable groups to ensure active participation

Interventions	Stakeholders	Outcomes
Prosper programme 3: Developing, maintaining and updating tourism infrastructure		
Mapping the essential components of soft infrastructure	▪ Local and national governments (cross government departments of infrastructure and tourism) ▪ Private sector other (e.g., telecoms companies, banks) ▪ Communities	▪ Infrastructure thematic workshops ▪ Conduct tourist and resident satisfaction surveys
Developing a plan and strategy for infrastructure development and improvement	▪ National and local governments (cross government departments dealing with infrastructure and tourism) ▪ Private sector tourism ▪ Private sector other (e.g., infrastructure suppliers, investors) ▪ NGOs	▪ Participatory planning workshops ▪ New infrastructure created/ renewed
Prosper programme 4: Co-creation of sustainable and economically viable tourism products		
Adopt a dialogical participatory approach to co-design tourism experiences and products	▪ Communities ▪ Private sector tourism ▪ Private sector associations ▪ DMOs	▪ Number of new tourism products developed ▪ Tourist satisfaction survey
Enhance management of value chains and marketing strategies	▪ Communities ▪ Private sector tourism ▪ Private sector associations ▪ DMOs	▪ Number of local suppliers collaborating with established tourism firms ▪ Number of marketing activities organized in each year
Stimulate and/or create network of producers and cooperatives for design and development	▪ Local governments ▪ Private sector tourism ▪ Private sector associations	▪ Number of network activities held

PILLAR 4: COLLABORATE

Interventions	Stakeholders	Outcome
Collaborate programme 1:	**Transversal collaboration between government departments**	
Creation of a national inter-ministerial task force	▪ National and local governments (cross government departments linked to tourism)	▪ Number/frequency of meetings held and policy outputs emanating from them. ▪ Effective creation of the national task force
Identify policy priorities that recognize tourism's role in contributing to achieving SDGs.	▪ National and local governments ▪ DMOs	▪ Number of meetings and co-joint programmes between key policy arenas across government departments ▪ Allocation of specific resources (human, technical or financial) to successfully develop the interventions and measurement of impacts/benefits based on the MST framework
Cross-agency collaboration agreements for efficient destination management via a one-stop shop approach	▪ National and local governments ▪ DMOs	▪ Number of meetings and co-joint programmes between key policy arenas ▪ Creation of an effective integrated information system ▪ Collection and sharing of statistical data
Securing long-term government and other stakeholders' commitment and buy-in through regulatory frameworks	▪ Local governments (e.g., tourism official, mayors) ▪ Communities (associations and representatives)	▪ Government consumption

Interventions	Stakeholders	Outcome
Collaborate programme 2: Vertical collaboration to integrate regional/local tourism stakeholders		
Identification of key stakeholders (including residents) and co-opting them in the design, planning, execution and evaluation of tourism activities	▪ Local/regional governments ▪ DMOs ▪ Private sector tourism ▪ Private sector associations ▪ Communities	▪ Effective spaces of dialogue created for participation
Co-creation of coordinated and complementary measures to foster more innovative and sustainable environments and monitor outcomes and impacts.	▪ DMOs ▪ Private sector tourism ▪ Private sector other (e.g., banks, universities and higher education institutions) ▪ NGOs ▪ Communities	▪ Number of successful innovative and sustainable projects ▪ Creation of dedicated infrastructure (e.g., Centres of Excellence, entrepreneurship hubs) to increase the success rate of innovative and sustainable projects
Creation of destination management/ marketing organizations (DMOs)	▪ Local governments ▪ Private sector tourism ▪ Other private sector businesses ▪ Private sector associations ▪ NGOs ▪ Communities	▪ Effective spaces of dialogue created for participation ▪ Inclusive and collaborative tourism planning, development and management
Creation of public/private community partnerships (PPCPs) for enhanced destination management	▪ National and local governments ▪ Private sector tourism ▪ Private sector other (e.g., banks, investors) ▪ NGOs ▪ Communities	▪ Number of collaborative projects emanating from the partnership ▪ Number of networks/ associations created by the partnerships ▪ Effective creation of PPCP and projects being developed

LOOKING AHEAD

The full impact and consequences of COVID-19 on tourism are still uncertain.

Yet, it is clear that in the short term there will first be a rebound in domestic tourism; a slow, diverse and gradual recovery in international tourism and a major focus on safety and security. Consumers' emotional and economic ability to travel, changes in business models, adjustments in supply and costs (e.g., decline in air and hotel capacity), shift in priority markets and segments, the acceleration of digital transformation, and the ability to manage risk and crisis in a concerted and flexible manner among others, all this will define the recovery of the sector.

As it navigates these changes, the following key issues will be critical to ensure the sector recovers in a more inclusive, responsible and sustainable manner.

Figure ES.7: The three critical areas to promote COVID-19 tourism recovery – looking ahead

Enhancing sustainability governance through:

- Transitioning to a more sustainable, inclusive and resilient tourism model beyond only economic metrics.
- Including other social and wellbeing indicators through public private community collaboration and partnerships.
- Implementing recovery plans and public/private/community (PPC) tourism governance models.

Aligning tourism with the 2030 Agenda for Sustainable Development through:

- Active and inclusive engagement of tourism in national SDGs processes.
- Strengthening SDGs engagement and commitment from the private sector.
- Supportive policy frameworks that are aligned with the SDGs.

Building resilience for effective crisis preparedness, management and recovery through:

- Multi-level government coordination and partnerships between public and private sectors and civil society, nationally and internationally.
- Integrated and flexible crisis management plans.
- Community-based approaches in strengthening the resilience of and collaboration among stakeholders, especially when responding to crises.
- Good communication and better support of all stakeholders, especially MSMEs.

RECOMMENDATIONS FOR ACTION

The effective implementation of this Framework depends on the commitment, action and engagement of all players – governments (national and local), the private sector and communities – in a collaborative manner. Below are key recommendations to be considered when defining policies that aim to foster tourism as a tool for inclusive community development.

GENERAL RECOMMENDATIONS

1. **Enhance international cooperation through tourism, particularly in support of the recovery from COVID-19** through programmes that support inclusive community development through tourism and build sector resilience.

2. **Position inclusive community development at the core of tourism policies** to contribute to inclusion through socioeconomic development and poverty alleviation, as well as rural development, while promoting community, national and regional integrations.

3. **Adopt a holistic and integrated approach to inclusive community development** through a whole-of-government approach and effective cooperation and coordination at all levels – community, national, regional and global.

4. **Enhance tourism governance through public-private-community partnerships (PPCPs),** enabling the collective development of tourism products and services, as well as the management of community resources for mutual benefit through jointly assuming risks and responsibilities while sharing resources and competences and attracting new investments.

5. **Facilitate and improve tourism value chain development and management to empower local communities,** in particular vulnerable and marginalized groups, promote authentic experiences and preserve natural and cultural resources.

6. **Support the development of smart destinations** with essential technical support to optimize resource allocation and consumption and direct tourist flows in the master planning process to mitigate the negative impacts of tourism flows on natural and cultural resources and social fabrics.

7. **Align inclusive community development through tourism with the 2030 Agenda for Sustainable Development** by actively engaging in national Sustainable Development Goals (SDGs) processes, strengthening SDG engagement and commitment from all stakeholders: communities, civil society organizations, local/municipal authorities, private sector, financiers and investors.

8. **Adopt and develop evidence-based tourism policy and management,** while emphasizing the need for a comparable international statistical framework for the impacts of tourism in its three pillars – economic, social, and environmental – in line with the UN-supported Measuring Sustainable Tourism (MST) framework, emphasizing the need for gender-disaggregated data to promote gender equality.

9. **Promote human capital development through targeted policies and programmes for education and capacity building for communities with a special focus on women, youth, and other marginalized groups** in the tourism development process, including self-

governance within communities that enable efficient decision-making and leadership concerning tourism.

10. **Assist communities in accessing funds to help set up their priority support facilities,** including healthcare, sanitation, communication, accessibility and education, as well as develop necessary tourism infrastructure and services.

11. **Strengthen the role of tourism in inclusive community development** through official development assistance agencies, as well as international and regional financing institutions.

12. **Promote decent work** through reducing social and economic barriers and increasing social protection within extant (inter)national legal frameworks.

13. **Mainstream gender in community development** by integrating a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a focus on empowering women.

14. **Engage with all stakeholders,** including the public sector at national, regional and local levels, private sector, civil society, and communities in this process.

15. **Engage in consultative processes with communities on the planning, design and management of tourism projects, products and services,** which includes a dialogue between the community residents and other stakeholders (governments, destinations, tourism companies and others), as well as among community members whose consent to and support any tourism development is crucial.

16. **Promote and encourage entrepreneurial innovation and digital transformation,** particularly for micro-, small, and medium-sized enterprises (MSMEs).

17. **Support equitable enterprises and sustainable business practices,** which ensure enhanced economic benefit and contribute to protecting cultural and natural resources, intellectual property, fostering community development and improving livelihoods.

18. **Promote resilience through product diversification, social and environmental protection schemes and crisis management mechanisms** that enable destinations to be more prepared to effectively manage crises and minimize their impacts.

STAKEHOLDER RECOMMENDATIONS

RECOMMENDATIONS FOR COMMUNITIES

Pillar 1 EMPOWER	Pillar 2 SAFEGUARD	Pillar 3 PROSPER	Pillar 4 COLLABORATE
▪ Attend mentoring and training on, e.g., business creation, product development and service delivery ▪ Be actively involved in the design of the community-based products and services ▪ Capitalize on and make use of any incentives provided to women and/or other socially disadvantaged groups	▪ Ensure an efficient and effective use and management of their natural and cultural resources to ensure their sustainability and business sustainability ▪ Be actively involved in the destination development planning process to protect the natural and cultural environment	▪ Assist youth, women and other marginalized groups within the community to actively participate in community-based tourism (CBT) initiatives ▪ Promote decent work and encourage women to become involved in tourism entrepreneurship	▪ Work with local authorities, private sector and leaders to improve community empowerment, especially vulnerable groups, through tourism ▪ Collaborate with communities to source for funds which prioritize empowerment for women and other vulnerable groups through entrepreneurship ▪ Develop and strengthen local associations promoting inclusive community development through tourism to serve as platforms for driving the ICT for tourism agenda

RECOMMENDATIONS FOR GOVERNMENTS

Pillar 1 EMPOWER	Pillar 2 SAFEGUARD	Pillar 3 PROSPER	Pillar 4 COLLABORATE
▪ Engage in consultation processes on designing tourism products	▪ Adopt and use the MST framework for measuring greenhouse gas (GHG) emissions and other environmental initiatives	▪ Promote and encourage entrepreneurial innovation	▪ Promote transversal collaboration between government departments
▪ Develop policies and programmes for capacity building in marginalized groups	▪ Develop SMART destinations to aid master planning processes	▪ Asses the market capacity and expand demand for destinations at early stages of development	▪ Foster vertical collaboration integrating all key tourism stakeholders at all stages of development
▪ Incentivize and enable female leadership within tourism employment	▪ Apply Geographic Information Systems in destination master planning and development	▪ Monitor and measure gender-disaggregated tourism data and the wellbeing of residents.	
▪ Promote decent work through removing barriers and enhancing protections in legal frameworks	▪ Develop tested and mature crisis management mechanisms	▪ Support equitable enterprises and sustainable business practices	
▪ Facilitate and improve management of tourism value chains		▪ Adopt inclusive community development (ICD) policies and programmes that promote the inclusion of local communities in the value chain	
▪ Participate in the process of development and implementation of the MST framework		▪ Improve ease of doing business for new and extant tourism initiatives	
▪ Enable communities to adopt ICT developments for business and community development			
▪ Ensure community representation in DMO boards and prioritize community needs and desires			

RECOMMENDATIONS FOR THE PRIVATE SECTOR

Pillar 1 EMPOWER	Pillar 2 SAFEGUARD	Pillar 3 PROSPER	Pillar 4 COLLABORATE
- Design community-based tourism products and services in a participatory manner - Offer mentoring, coaching and training to community members - Assist youth and women in prospering through tourism - Engage communities in developing equitable business collaboration models	- Use the MST framework to monitor and measure the GHG emissions and the consumption levels - Work with communities to ensure prior assessment of carrying capacity - Ensure that tourism operations do not lead to any form of exploitation of residents - Promote sustainable and responsible travel among clients and employees	- Assist youth, women and other marginalized groups in prospering through tourism - Understand gender relations and roles within communities and strive for an equal distribution of revenues - Assist communities in protecting their natural and cultural environments	- Work with local authorities, community organizations and leaders to establish equitable revenue distribution mechanisms - Work with DMOs in building coopetitive business environments through targeted educational and capacity building programmes - Assist communities to get funds in setting up priority support facilities and infrastructure

RECOMMENDATIONS FOR INTERNATIONAL ORGANIZATIONS AND DEVELOPEMENT COOPERATION PARTNERS:

Pillar 1 EMPOWER	Pillar 2 SAFEGUARD	Pillar 3 PROSPER	Pillar 4 COLLABORATE
▪ Promote community-based tourism products and services in participatory manner ▪ Lobby national governments to reduce barriers and increase protections within national legal frameworks for tourism sector workers ▪ Encourage the improvement of the value chain management to empower residents especially the most vulnerable	▪ Encourage the adoption and use of the MST framework at all levels in destinations ▪ Work with local governments and industry stakeholders in developing flexible frameworks for smart destination planning ▪ Contribute to the development of crisis planning and management frameworks for destinations	▪ Promote and encourage entrepreneurial innovation in destinations through technical and financial support ▪ Guide destinations all the early development stage to assess the market capacity and expand the demand ▪ Develop frameworks to continuously measure and monitor the wellbeing of residents with MST framework	▪ Coordinate transversal; collaboration between destinations to facilitate CBT and implementation of the MST framework ▪ Encourage vertical collaboration to integrate regional/local tourism stakeholders to expand the capacity of the market and ensure efficient resources management

INTRODUCTION

The World Tourism Organization (UNWTO) has been invited by the 2020 G20 Presidency to develop a *Framework for Inclusive Community Development through Tourism* that would contribute to the Presidency's objectives; they are:

- **Empowering People:** creating **conditions** in which **all people,** especially women and youth, can live, work and thrive

- **Protecting the Planet:** fostering collective efforts to **protect our commons;** and

- **Shaping New Frontiers:** adopt long-term and bold strategies to utilize and share the **benefits of innovation.**

The Framework, developed by UNWTO and the G20 Tourism Working Group, is aimed at national governments in G20 countries, yet it should also be able to provide guidance and inspiration to all governments as well as all other key stakeholders in the tourism sector – regional and local governments, the private sector, workers' and employers' organizations, civil society, communities and tourists – fostering a truly holistic and integrated approach to inclusive community development through tourism. It should further support organizations working in development cooperation to prioritize tourism as an effective means to advance inclusion.

Tourism has become one of the most dynamic and fastest growing sectors of the economy, outpacing the world economy every year over the last decade. According to UNWTO, tourism contributed directly to 3% of the GDP of G20 countries, 6% of G20 total exports and 6% of G20 total direct employment, or 2.2 million jobs in 2019.[8]

However, the benefits generated by tourism do not always trickle down to the community level or are not fully maximized to promote inclusion and equality, reduce rural migration and enhance regional cohesion.

Developed in the context of the 2020 G20 Presidency and in line with the 2030 Agenda for Sustainable Development, the Framework aims to provide a tool to support governments in their policies to distribute the benefits of tourism throughout their territories, build and enhance public-private-community cooperation and make tourism an effective tool for inclusive development. Recognizing that government structures and roles differ across countries, depending on national context, some sections of the report may be more relevant than others.

Such an endeavour is even more relevant under the current circumstances. The social and economic crisis generated by the impacts of the COVID-19 pandemic, is a major challenge for all but disproportionally affects women and youth, indigenous groups and minorities, as well as micro and small enterprises, and the self-employed who constitute a significant part of the tourism sector and community-level entrepreneurship in general.

8   World Tourism Organization (2020f), *UNWTO World Tourism Barometer,* volume 18, issue 1, January 2020, UNWTO, Madrid, DOI: https://doi.org/10.18111/wtobarometereng.

To address the above, the report is structured in the following manner:

Chapter 1 introduces the **background, rationale and objectives** of the Framework in the context of a changing world, including the unparalleled impacts if COVID-19 as well as the 2030 Agenda and the G20 process and objectives. It further discusses the rationale of community development in the context of national and international policies and outlines the reasons why tourism can be an effective tool for community development.

Chapter 2 presents the proposed *Framework for Inclusive Community Development through Tourism,* forming the core of the report. The Framework which aims to serve as a guide to G20 member states is structured around four main areas:

1.   Which communities could most readily benefit from the Framework: possible indicators to define and identify communities?

2.   What pillars, programmes and types of inter-ventions can be implemented?

3.   Who should be the stakeholders/partners for implementation?

4.   How to measure the outcomes and impact of the Framework in line with existing international standards and processes of measuring sustainable tourism?

5.   **Chapter 3** looks ahead into the challenges of building a more sustainable and resilient tourism sector in the context of COVID-19.

Chapter 4 sets out a series of **recommendations for action** addressed to key stakeholders relevant for the ecosystem – national and regional governments, private sector, national, regional and international organizations working in development cooperation and others (community representatives, non-governmental organizations, educational and training institutions).

Finally, **chapter 5** presents a set of **case studies** to inspire action and learning from existing experiences from G20 countries and beyond.

01.
BACKGROUND

1.1
TOURISM IN A CHANGING WORLD

1.1.1 COVID-19 – AN UNPRECEDENTED CRISIS AND AN OPPORTUNITY FOR TOURISM TRANSFORMATION

As we live through one of the biggest global crises in recent history, we are yet to see how the world that will emerge after the crisis will have changed, and how this will shape tourism. In 2019, 1.5 billion international tourists travelled the world generating over USD 1.7 trillion in exports. Current UNWTO scenarios show that international tourist arrivals could fall by 60% to 80% in 2020 under the impact of the travel restrictions and depending on the gradual opening of borders along the year. This would translate into 850 million to 1.1 billion fewer international tourist arrivals, USD 910 billion to USD 1.2 trillion loss in export revenues from tourism and 100 million to 120 million direct tourism jobs at risk.[9]

Over the past three decades, international tourism has shown continued growth and resilience, with declines only on two occasions: in 2003 during SARS (0.4%) and in 2009, amid the global financial crisis (-4%). In fact, until 2019, international tourism grew for nine consecutive years at a higher rate than the global economy.

The possible scenarios of 60%–80% decline in international tourist arrivals in 2020 are a testament of the unparalleled impact of the current crisis on tourism and the damage to livelihoods. To date, there has been no crisis which has caused such dramatic reductions in the volume of people travelling or such serious implications for the long-term sustainability of the sector in terms of productivity, income and wealth distribution.[10]

COVID-19 represents an unprecedented health and socioeconomic crisis. The tourism sector, responsible for the creation of millions of jobs, directly and indirectly through the fragmented and complex value chain that it supports, has been one of the most affected sectors.

Sharp and unforeseen reductions in economic activity are causing a dramatic decline in employment, both in terms of numbers of jobs and aggregate hours of work. Global working hours in the second quarter of 2020 are expected to decline by around 14%, which is equivalent to 400 million full-time jobs. Lower-middle-income countries are the hardest hit, experiencing a decline of 16.1%. The tourism sector is one of the most affected by the crisis with 51 million accommodation and food services businesses currently facing an extraordinarily difficult business environment with major impacts on employment opportunities. Before the onset of the COVID-19 pandemic, 178 million young people around the world – more than four in ten young

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9   World Tourism Organization (2020g), *UNWTO World Tourism Barometer, May 2020 – Special focus on the Impact of COVID-19,* UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284421930.
     More UNWTO documents on the impact of the COVID-19 pandemic is available at: World Tourism Organization (2020b), 'International Tourist Numbers Could Fall 60–80% in 2020, UNWTO Reports' (online), available at: www.unwto.org/news/covid-19-international-tourist-numbers-could-fall-60-80-in-2020 (20-05-2020).
10   Gallego, I. and Font, X. (2020), 'Big data for tourism policy: an analysis of air passenger demand resulting from COVID-19', *Journal of Sustainable Tourism,* volume 29, DOI: https://doi.org/10.1080/09669582.2020.1773476.

Figure 1.1: International tourist arrivals in 2020: YTD results and scenarios (y-o-y monthly change, %)
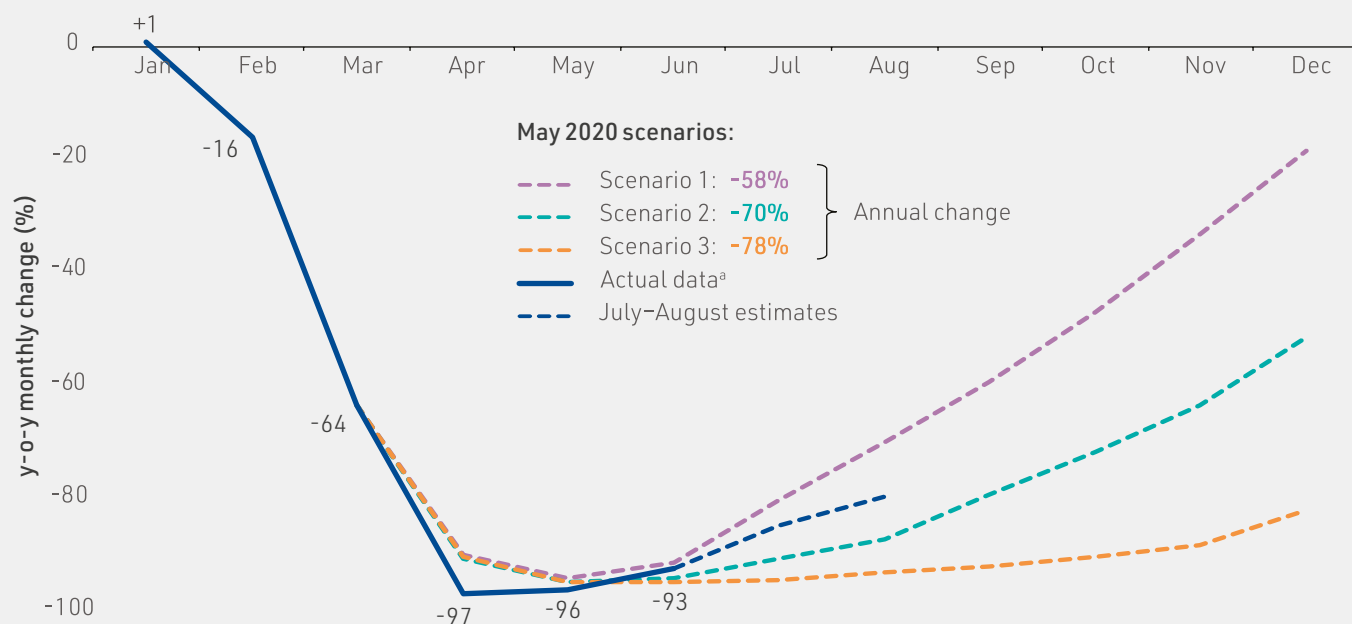
Note: Dotted blue line corresponds to UNWTO estimates for July and August 2020.
             a) Actual data through June includes estimates for countries which have not yet reported monthly results.
Source: World Tourism Organization (UNWTO), September 2020.

workers – were working in the four sectors that are most adversely affected by the crisis. Young people are more concentrated in hard-hit sectors than adults aged 25 and above, especially in accommodation and food services and wholesale and retail trade.[11]

The socioeconomic impact of COVID-19 is particularly challenging for vulnerable groups such as women (who constitute 54% of the sector's workforce) youth, migrant workers, the elderly, people with disabilities, ethnic minorities and indigenous people. Shift and night work, seasonal, temporary or part-time employment, outsourced or subcontracted labour, and other non-standard forms of employment which are often low paid with limited social protection, are frequent in the tourism sector. Additionally, the high incidence of informal working arrangements, due in part to the sector's seasonality, combined with weak regulation, enforcement and labour organization, are important challenges impeding efforts to advance decent working

arrangements in the sector.[12] Further, COVID-19 may in some cases raise community opposition to tourism (seen as external threat of virus transmission), hence an even greater need for community-based approach to tourism. Those challenges are likely to exacerbate further during the COVID-19 pandemic and its aftermath.

Although the socioeconomic impact is indisputable, the COVID-19 pandemic also presents an opportunity to accelerate digital transformation, innovation and sustainability in the sector. COVID-19 serves as a timely reminder to consider the role of tourism in building a fairer, more inclusive, resilient and sustainable society. The fact that this crisis has highlighted the importance of tourism provides the sector with a crucial opportunity to be better integrated in national governance as a key sector for sustainable and inclusive socioeconomic development.

11   International Labour Organization (2020a), *ILO Monitor: COVID-19 and the world of work,* fourth edition, ILO, Geneva.
12   International Labour Organization. (2020b), *ILO Sectoral Brief: the impact of COVID-19 on the tourism sector,* May 2020, ILO, Geneva.
     International Labour Organization (2017), *ILO Guidelines on decent work and socially responsible tourism, 2017,* ILO, Geneva.

1.1.2 TECHNOLOGY, NEW BUSINESS MODELS AND THE FUTURE OF WORK

The development and adoption of new technologies, represented by machine learning for data-driven marketing, automation, contactless payments and artificial intelligence (AI)-powered service robots in the services sector that can replace humans to serve customers in retail shops, airports, hotels, and restaurants, are rapidly changing the business models in the tourism sector[13] and could be further accelerated post COVID-19. These technologies are considered a major source of innovation and efficiency, bringing radical changes to how tourism services are delivered and consumed. They are also generating significant social transformations as they, in principle, enable social and economic inclusion and empowerment, providing access to entrepreneurial opportunities and tourism services for disadvantaged groups previously excluded from the tourism economy.

New technologies can and do play an important role in inclusive tourism and community development. For destination management/marketing organizations (DMOs), the application of big data could improve the forecasting accuracy of tourist flows, information which could be used to support and improve destination planning, promotion and management, facilitate mobility and promote time-based dispersal of visitors. Data from different sources (big data or otherwise) that is disaggregated by gender if well collated also has a pivotal role in putting the situation of women and girls on the map. This will enable a better understanding of their circumstances and biases they face as well as the devising of solutions for improving their life chances. Gender-equality should be integrated into the types, physical characteristics and social dimensions of big data in order to reduce the gender data gap.[14] This will

provide new information on mobility and social activities linked to tourism, foster a better understanding of community well-being and give a more accurate identification of trends and correlations.

AI and automation could also play a key role in assisting travellers with specific access requirements needs and monitor their behaviours for caregivers, whilst virtual and augmented reality can be used in tourism to help people with limited mobility travel around the world. Relatedly, if correctly structured and organized, the development of the sharing and gig economy which works in tandem with technology, provides more choices in our daily life. It could also spur social innovation and entrepreneurship enabling more people to become actively and profitably involved in tourism, even those previously excluded; thereby fostering inclusive growth, competitiveness and productivity.

While new technologies can be useful for overcoming many struggles that women face, such as security, harassment and health issues, the digitalization of the sector also poses significant challenges to them and other vulnerable groups in terms of Internet access, tech employment, lack of digital skills and affordability which puts them in a disadvantaged position.[15] This lack of digital inclusion feeds into gender and other forms of inequality, which in turn perpetuates economic and social exclusion. These issues need to be catered for by governments and DMOs in targeted tourism-related policies and capacity development programmes which should prepare society for a more automated future, and guide AI development and implementation in an ethical and socially beneficial direction thereby contribute to SDGs 5 (Gender equality) and SDG 8

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13 Tussyadiah, I. (2020), 'A review of research into automation in tourism: Launching the Annals of Tourism Research Curated Collection on Artificial Intelligence and Robotics in Tourism', *Annals of Tourism Research,* volume 81, DOI: https://doi.org/10.1016/j.annals.2020.102883.

14 UN Women (2018), *Gender Equality and Big Data* (online), available at: www.unwomen.org (08-06-2020).

15 International Telecommunications Union (2019), *Measuring digital development Facts and figures 2019,* ITU, Geneva.

(Decent work and economic growth).[16] This is especially important when considering that by the mid-2030's about 30% of existing jobs across OECD countries could be at risk of automation,[17] while globally, a further 400 million to 800 million individuals could be displaced by AI driven automation and would need to find new jobs.[18]

Technological advances – AI, automation and robotics – will create new jobs, but those who lose their jobs in this transition may be the least equipped to seize the new opportunities in tourism. Today's skills will not match the jobs of tomorrow and newly acquired skills may quickly become obsolete. The tourism sector is likely to feel the impacts of automation and integration of machine learning in the workforce, and technology is already changing the consumer face of tourism in some sub-sectors.

Consequently, innovations that enable inclusive growth, skills development and create opportunities to improve the wellbeing of communities should be encouraged and promoted by governments, (inter) national development institutions and agencies. Instituting the right instruments and policy frameworks will allow the creation of innovative entrepreneurial activities and businesses which should especially target members of disadvantaged or underrepresented groups in entrepreneurship: women, youth, persons with disabilities and seniors, indigenous communities, migrant populations and minority groups. Of special interest are social purpose organizations (SPOs) as new business models that create positive social impacts by building participatory structures, engaging in collective activities, promoting social entrepreneurship and catalysing positive changes. SPOs could respond to challenges caused by innovations while addressing the grand societal challenges identified in the SDGs (such as poverty, inequality, decent jobs and climate change).[19]

1.1.3 CHANGES IN CONSUMER DEMOGRAPHY AND VALUES

Societal shifts due to the significant growing aging population in developed countries and the increase in disposable income levels in emerging economies have various implications on tourism and its future development. Senior tourists aged 65 and over have different needs to their generational counterparts who are between the ages of 15 and 64. These needs might change even further in the future when the impacts of COVID-19 are considered and may reinforce a preference by seniors for closer-to-home destinations and avoiding multigenerational travel which had been increasing in popularity before the pandemic.[20] Senior travellers are important contributors to inclusive community development through tourism. As many have mobility needs, destinations catering to seniors are also catering to local residents with disabilities and limited mobility by applying universal design principles in tourism facilities and services. Additionally, even though seniors participate less frequently in travel, they tend to stay at the destinations for longer, prefer domestic tourism, use non-rented accommodation and travel all year round thereby contribute to reducing seasonality.[21]

16 World Travel & Tourism Council (2019), *The Megatrends That Are Affecting Travel & Tourism Today* (online), available at: https://medium.com/@WTTC/the-megatrends-that-are-affecting-travel-tourism-today-1366f86930ac (06-05-2020).

17 World Economic Forum (2018), *The future of jobs reports 2018,* World Economic Forum, Geneva.

18 Manyika, J. et al. (2017), 'Jobs lost, jobs gained: Workforce transitions in a time of automation', *McKinsey Global Institute* (online), available at: www.mckinsey.com/ (05-05-2020).

19 Kimbu, A. N. and Ngoasong, M. Z. (2016), 'Women as vectors of social entrepreneurship', *Annals of Tourism Research,* volume 60, pp. 63–79, DOI: https://doi.org/10.1016/j.annals.2016.06.002.

20 Young, A. (2019), 'How the Rise in Multigenerational Travel is Changing the Hotel and Travel Industry', *Hospitality News* (online), available at: www.hospitalitynet.org/ (21-05-2020).

21 Eurostat (2020), *Tourism trends and aging* (online), available at: https://ec.europa.eu/eurostat/statistics-explained/index.php/Tourism_trends_and_ageing (21-05-2020).

In contrast to developed economies, within the last decade most emerging economies in Asia and Latin America had been experiencing healthy economic growth and a growing middle class. This increase in wealth accompanied by more leisure time and advances in technology has resulted in an increase in the purchasing power and ease of access to goods and services for middle-class consumers, with travel becoming an important component of consumption.[22]

Departing from dominant extant western definitions and practices of travel and holidays, the above changes are coupled with a reduction in gender inequalities and the emergence of new consumer groups are not only impacting the propensity and way people travel, but are significantly influencing the expectations, behaviours, needs and demands of present travellers.[23]

Consequently, there is growing demand by tourists among the millennials, Gen X and Gen Z for more sustainable and transformative travel experiences and practices leading to the development of new market trends for tourism which could also be beneficial for rural development and revitalization, providing local communities better livelihoods. Even though this reflects a society with more ethical awareness, intentions do not always translate into actions because barriers, such as price and inconvenience, hinder

action especially as incomes become more unequally distributed across generations, countries and regions. Sustainable products presently only account for about 5% of total sales even though 30%–35% of consumers demonstrate intent to buy.[24]

Evolving consumer demands coupled with changes in societal structure and an expanding middle class in Asia and other developing regions will require tourism products to be reassessed in line with these new trends and target markets.[25] This presents both opportunities and challenges for the tourism sector and for inclusive community development through tourism. Tourism industry stakeholders (especially tourism businesses, DMOs and governments) will have to proactively listen to these new segments and realign structures, policies and entire processes around changing consumer goals.[26] The same is true for destinations and their planning and management strategies.

Workforce will also be ageing, having far-reaching consequences for working practices and the work environment. Older workers will stay longer in the job market, as the retirement age is raised. This is likely to require new support measures to retain persons in work (including workers with acquired disabilities), for longer than is presently the case and to establish different types of working arrangements.

22 Organisation for Economic Co-operation and Development (2018), 'Megatrends shaping the future of tourism', in: Organisation for Economic Co-operation and Development, *Tourism Trends and Policies 2018,* OECD Publishing, Paris, DOI: https://doi.org/10.1787/tour-2018-6-en.

23 Ibid.

24 World Travel & Tourism Council and Bloomberg Media Group (2019), *World, Transformed Megatrends and their implications for travel and tourism* (online), available at: https://wttc.org/file:///C:/Users/ak0018/Downloads/World_Transformed_Megatrends_and_their_Implications_for_Travel_and_Tourism_Jan_2019.pdf (02-06-2020).

25 Organisation for Economic Co-operation and Development (2018).

26 Ibid.

1.1.4 CLIMATE CHANGE AND TOURISM

The 2015 Paris Agreement sets the objective of limiting global temperature increase in this century to well below 2 °C compared to preindustrial levels, and given the serious risks, strives for 1.5 °C. In 2016, transport-related emissions from tourism contributed to 5% of all man-made emissions. This value is forecast to increase to 5.3% by 2030, a 25% growth.[27] This requires an urgent resource efficient and low carbon transformation of the sector. As tourism is also vulnerable to the impacts of climate change, the cost of inaction could be larger than the cost of any other crisis.[28]

Due to the COVID-19 crisis, reduced emissions and improvements in air quality have been reported and it is estimated that global CO_2 emissions for 2020 will decline by 8%.[29] The need to transform tourism operations for climate action continues to be of utmost importance if the sector is to cut emissions by 50% by 2030 to remain in line with the most recent recommendations of the Intergovernmental Panel on Climate Change.[30]

Even though evidence suggests that climate change has not yet become a priority for tourism policymakers,[31] mainstreaming climate change mitigation and adaptation, as well as resource efficiency in tourism policies[32] and enhancing mitigation and adaptation efforts including through investments in low carbon transportation options and greener infrastructure, is key to resilience. Strengthening the measurement and disclosure of CO_2 emissions from tourism in accordance with internationally agreed statistical standards[33] and

promoting the introduction of science-based targets is necessary for the sector. Supporting the engagement of the tourism sector at national, regional and local levels in carbon removal, through both natural and technological methods, is necessary to achieve carbon neutrality by 2050. Tourism products that aim to advance climate neutrality in communities, such as proximity tourism, low carbon accommodation and infrastructure, can enable them to be more competitive and position these communities on the path towards sustainability.

Climate change is also intimately linked with multiple forms of discrimination often affecting the very disadvantaged groups most. For low lying and small island developing states for instance in the Caribbean where tourism is a major economic activity, any significant reduction in tourist arrivals as a result of climate-induced changes will have serious employment impacts and generate further poverty in already vulnerable communities.[34] Furthermore, climate change leads to gender inequality. Gender gaps are at the core of issues related to water, energy, natural disasters,[35] food security and tourism's impact on climate change. While women are extremely active in combating climate change, only few have the required resources to engage meaningfully in terms of leadership and inclusion. There is, therefore, a strong need to integrate gender equality in climate change and tourism policies both to promote the sustainability of tourism development and the sector as a whole.

27 World Tourism Organization and International Transport Forum (2019), *Transport-related CO$_2$ Emissions of the Tourism Sector – Modelling Result'*, UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284416660.

28 One Planet (2020) 'Covid-19, Responsible Recovery – One Planet vision for a responsible recovery of the tourism sector', Global Tourism Crisis Committee (online), available at: www.oneplanetnetwork.org (08-06-2020).

29 IEA (2020), *Global Energy Review 2020,* IEA, Paris (online), available at: www.iea.org/.

30 Intergovernmental Panel on Climate Change (2018), 'Summary for Policymakers', in: Masson-Delmotte, V. et al. (eds.), *Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5 °C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty,* in press.

31 Becken, S. et al. (2020), 'Tourism and climate change: evaluating the extent of policy integration', *Journal of Sustainable Tourism,* volume 28 (10), pp. 1603–1624, DOI: https://doi.org/10.1080/09669582.2020.1745217.

32 World Tourism Organization and United Nations Environment Programme (2019), *Baseline Report on the Integration of Sustainable Consumption and Production Patterns into Tourism Policies,* UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284420605.

33 World Tourism Organization (n.d./b), 'Working Group of Experts on MST', Statistical Framework for Measuring the Sustainability of Tourism (online), available at: https://www.unwto.org/Measuring-Sustainability-Tourism (14-09-2020).

34 World Tourism Organization (n.d./a), 'Climate Change' (online), available at: www.unwto.org/ (06-06-2020).

35 Casas, M. (2017), 'La transversalización del enfoque de género en las políticas públicas frente al cambio climático en América Latina', CEPAL (online), available at: www.cepal.org (10-06-2020).

1.2
THE G20 AND TOURISM – PROMOTING A MORE INCLUSIVE FUTURE FOR ALL

1.2.1   TOURISM IN THE G20 COUNTRIES

In 2019, tourism made a direct contribution of 3% to the GDP of G20 countries, 6% of all G20 exports and 6% of direct employment, or a total of 2.2 million jobs.[36] According to OECD, 89% of tourism exports generate domestic value added in OECD countries compared with 81% for overall exports which stresses the relevance of the sector to the G20 countries.[37]

Tourism in the G20 countries
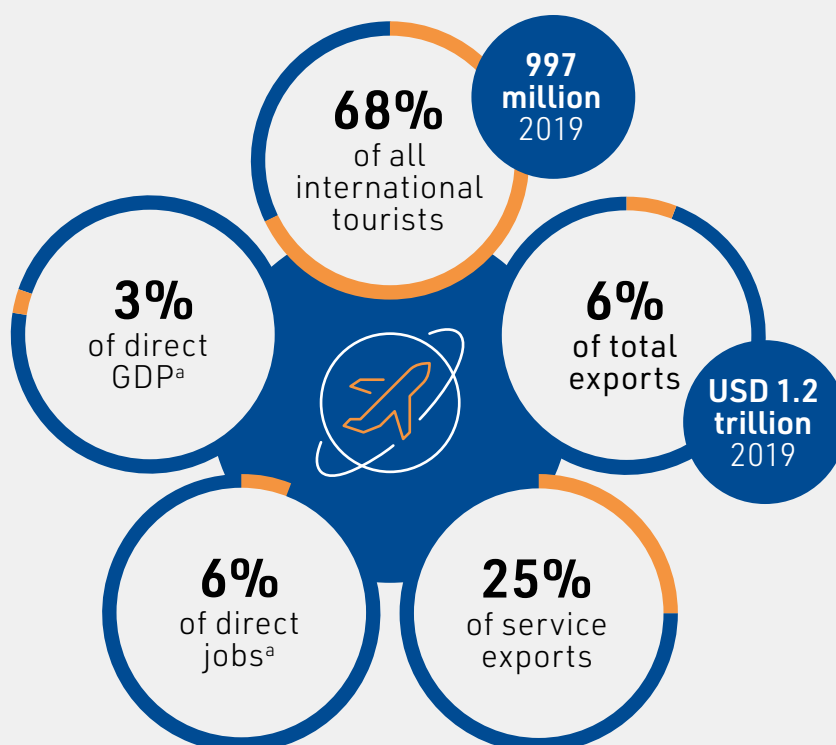
Figure ES.2: Tourism in the G20 countries
Note: a) Tourism Satellite Account (TSA) estimates.
Source: UNWTO 2019 estimates, based on UNWTO, IMF and OECD data.

36   World Tourism Organization and United Nations Environment Programme (2019), *Baseline Report on the Integration of Sustainable Consumption and Production Patterns into Tourism Policies,* UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284420605.

37   Organisation for Economic Co-operation and Development (2020a), *OECD Tourism Trends and Policies 2020,* OECD Publishing, Paris, DOI: https://doi.org/10.1787/6b47b985-en.

Table 1.1: Overview of tourism and its economic importance in the G20 countries, 2019

Overview of international tourism and its economic importance in the G20 countries, 2019					
	International tourism				Population
	International tourist arrivals	Total revenues[3] (exports in balance of payments)	International tourist arrivals	International tourist revenues per capita	
	(million)	(USD billion)	(per 100 inhabitants)	(USD)	(million)
World	**1,461**	**1,732**	**19**	**230**	**7,603**
G20	**997**	**1,182**	**21**	**250**	**4,803**
% of world	68.2	68.2			63.2
Other	**464**	**550**	**17**	**200**	**2,799**
% of world	31.8	31.8			36.8
European Union	579	566	113	1,105	511
Denmark	12.7[1]	8.8	219	1,525	5.8
Finland	3.3	5.8	60	1,050	5.5
Ireland	10.9[1]	14.7[1]	220	2,965	5.0
Sweden	7.4[1]	15.2	72	1,475	10.3
United Kingdom	37.5	49.9	56	745	67
Austria	31.9	25.2	356	2,820	9.0
Belgium	9.3	10.5	81	915	11.5
France	89.4[1]	71.3	138	1,100	64.8
Germany	39.6	58.2	48	700	83.0
Luxembourg	1.041	5.5[1]	170	9,025	0.6
Netherlands	20.1	25.2[1]	117	1,465	17.2
Bulgaria	9.3[1]	4.9	134	695	7.0
Czech Republic	..	8.0	..	745	10.7
Estonia	3.3	2.3	252	1,745	1.3
Hungary	16.9	7.3	174	745	9.8
Latvia	1.9[1]	1.6	100	820	1.9
Lithuania	2.8[1]	1.7	101	610	2.8
Poland	21.2	15.9	56	420	38.0
Romania	2.8[1]	4.3	14	220	19.5
Slovakia	..	3.3[1]	..	610	5.5
Croatia	17.4	11.3[1]	420	2,745	4.1
Cyprus	4.0	3.3	454	3,720	0.9
Greece	31.3	23.1	293	2,155	10.7
Italy	64.5	52.0	107	860	60.4
Malta	2.8	1.9	568	3,920	0.5
Portugal	22.8[1]	24.8	222	2,415	10.3
Slovenia	4.7	3.2	226	1,560	2.1
Spain	83.7	79.7	179	1,710	46.7
Russian Federation	24.4	17.7	17	120	146
Turkey	51.7	42.4	62	510	83
Saudi Arabia	13.6	19.8	40	580	34
South Africa	10.2	9.1	17	155	59
China	65.7	35.8	5	25	1,400
Japan	32.2	49.2	26	390	126
Republic of Korea	17.5	26.2	34	505	52
Indonesia	13.4[1]	18.4	5	70	267
Australia	9.5	47.3[1]	37	1,850	26
India	17.9	30.9	1	25	1,352
Canada	22.1	27.0	59	720	37
Mexico	45.0	25.8	36	205	126
United States of America	80.6	254.8	24	775	329
Argentina	7.4	5.7	16	125	45
Brazil	6.4	6.0	3	30	210

Notes: Data corresponds to 2019 unless otherwise stated. International tourism data for 2019 is provisional.

1) Data corresponds to 2018

2) TSA data refers to direct contribution. Source for TSA country data is UNWTO for percentage of GDP, and OECD for

	Exports					Tourism Satellite Account (TSA)[2] 2018 or earlier	
	Total	of which:		International tourism			
		Goods	Services	Share of total exports	Share of ser-vices exports	Tourism as percentage of GDP	Tourism as per-centage in total employment
	(USD billion)	(USD billion)		(%)	(%)	(%)	(%)
World	**24,990**	**18,889**	**6,101**	**6.9**	**28**	**..**	**..**
G20	**19,351**	**14,592**	**4,760**	**6.1**	**25**	**3.1**	**6.0**
% of world	77.4	77.3	78.0				
Other	**5,639**	**4,297**	**1,342**	**9.6**	**41**	**..**	**..**
% of world	22.6	22.7	22.0				
European Union	8,939	6,282	2,657	6.3	21	3.9	5.1
Denmark	185	111	74	4.8	12	2.4	8.8
Finland	107	73	34	5.4	17	2.6	5.5
Ireland	408	170	238	3.6	6	3.7	10.3
Sweden	237	161	76	6.4	20	7.0	3.4
United Kingdom	885	469	416	5.6	12	3.2	4.7
Austria	253	179	74	10.0	34	6.5	6.4
Belgium	566	445	121	1.9	9	2.3	6.7
France	850	570	280	8.4	25	7.4	7.5
Germany	1,825	1,489	336	3.2	17	3.9	4.8
Luxembourg	130	17	113	4.3	5	1.1	8.3
Netherlands	973	709	264	2.6	10	4.4	6.3
Bulgaria	44	33	10	11.1	47	..	..
Czech Republic	229	199	30	3.5	26	2.9	4.5
Estonia	24	16	8	9.7	30	5.4	4.3
Hungary	153	124	29	4.8	25	6.7	9.6
Latvia	22	15	6	7.2	25	4.5	8.5
Lithuania	46	33	13	3.6	13	3.1	4.9
Poland	336	264	72	4.7	22	1.2	..
Romania	106	77	29	4.1	15	2.8	..
Slovakia	102	90	12	3.3	28	2.8	6.3
Croatia	34	17	16	33.6	69	11.4	..
Cyprus	18	3	14	18.5	23	..	..
Greece	83	38	45	27.9	51	6.8	10.0
Italy	654	533	122	7.9	43	5.9	8.3
Malta	20	3	17	9.5	11	6.1	..
Portugal	105	67	38	23.5	65	8.0	9.8
Slovenia	54	45	10	6.0	34	5.3	7.7
Spain	491	334	157	16.2	51	11.8	13.5
Russian Federation	483	419	65	3.7	28	3.8	..
Turkey	246	181	65	17.2	65	3.8	7.7
Saudi Arabia	291	269	23	6.8	88	2.2	..
South Africa	104	90	14	8.7	63	2.8	..
China	2,782	2,499	283	1.3	13	..	..
Japan	911	706	205	5.4	24	2.0	9.6
Republic of Korea	650	542	108	4.0	24	4.7	2.3
Indonesia	199	167	32	9.2	58	4.1	..
Australia	342	272	70	13.8	67	3.1	5.2
India	539	324	214	5.7	14	2.6	5.6
Canada	547	447	100	4.9	27	2.1	3.9
Mexico	491	461	30	5.3	85	8.7	6.0
United States of America	2,491	1,646	845	10.2	30	2.9	4.3
Argentina	79	65	14	7.2	40	..	..
Brazil	257	223	34	2.4	18	..	..

percentage in employment. G20 data is UNWTO estimate. EU data is according to the European Parliament (2018).

3) Total revenues include receipts in destinations and passenger transport receipts for 2019 or 2018.

Source: UNWTO, IMF and OECD.

Figure 1.3: Employment in accommodation and food service activities vs all sectors, 2010–2018 (change %)
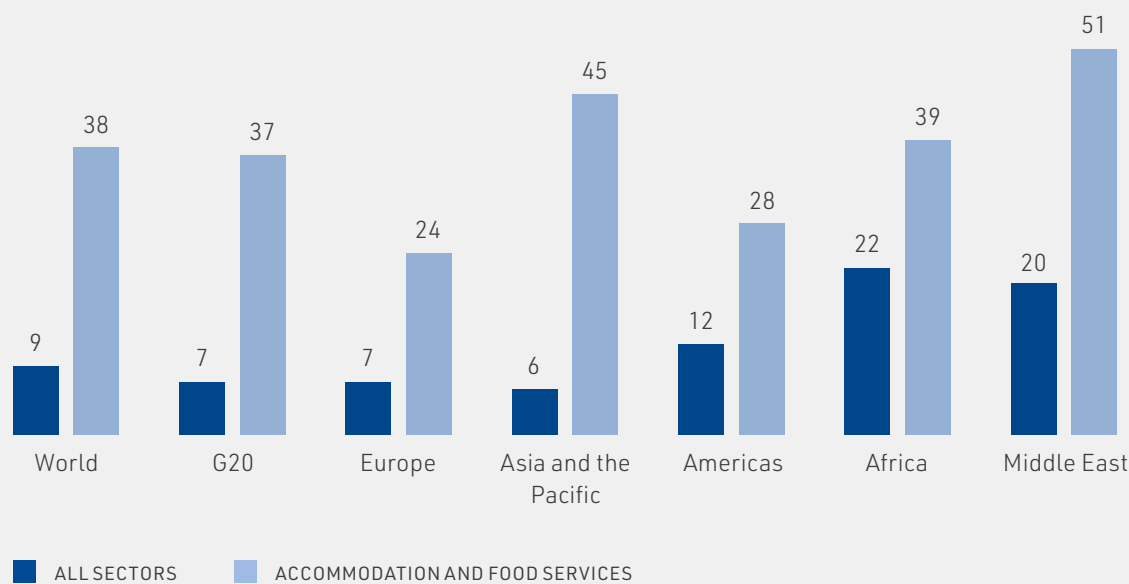
Source: Compiled by UNWTO, based on International Labour Organization (ILO). Data includes ILO modelled estimates.

Tourism has proven to be a major source of job creation for G20 countries in recent years, particularly after global economic crises such as in 2009. The International Labour Organization (ILO) modelled estimates for employment in the accommodation and food services activities show that while employment in all sectors grew by 7% in the G20 countries in the period 2010–2018, employment in 'accommodation and food services' grew much faster at 37% during the same period (figure 1.3). Prior to the COVID-19 crisis, the accommodation and food services subsector provided employment for 144 million workers worldwide[38].

Considering that women account for 54% of employment in 'accommodation and food services' in the G20 countries as compared to 39% in all economic sectors (with diverse realities in G20 countries), the sector is also a critical tool to promote the empowerment of women, youth and people from other vulnerable groups provided it created quality jobs.[39]

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38 International Labour Organization (2020b), *ILO Sectoral Brief: the impact of COVID-19 on the tourism sector,* May 2020, ILO, Geneva.

39 World Tourism Organization (2020a), *COVID-19 and vulnerable groups: An inclusive response for vulnerable groups* (online), available at: www.unwto.org/ (04-06-2020).

Figure 1.4: Employment in accommodation and food service activities in G20 countries by gender, 2018 (%)
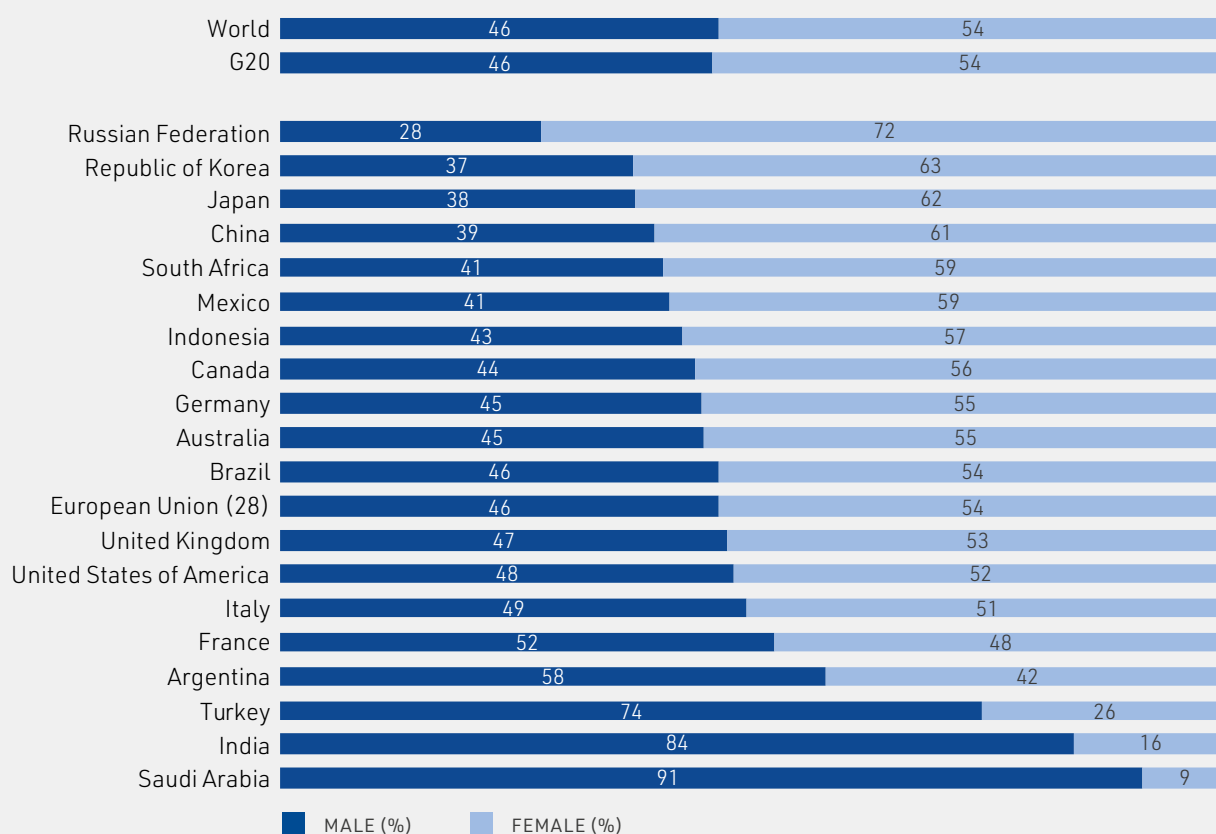
Country	Male (%)	Female (%)
World	46	54
G20	46	54
Russian Federation	28	72
Republic of Korea	37	63
Japan	38	62
China	39	61
South Africa	41	59
Mexico	41	59
Indonesia	43	57
Canada	44	56
Germany	45	55
Australia	45	55
Brazil	46	54
European Union (28)	46	54
United Kingdom	47	53
United States of America	48	52
Italy	49	51
France	52	48
Argentina	58	42
Turkey	74	26
India	84	16
Saudi Arabia	91	9

■ MALE (%)   ■ FEMALE (%)

Source: Compiled by UNWTO, based on International Labour Organization (ILO) modelled estimates (online), available at: https://ilostat.ilo.org/data/ (15-06-2020).

1.2.2 TOURISM AND THE 2020 G20 PRESIDENCY OBJECTIVES

The 2020 G20 Presidency priorities – Realizing Opportunities of the 21st Century for All – aims to advance the role of the G20 as the premier forum for international economic cooperation through three pillars: 1) empowering people; 2) safeguarding the planet and 3) shaping new frontiers.

Tourism is well positioned to contribute to these objectives by:

- **Empowering People:** Creating jobs and opportunities, promoting gender equality, socio-economic inclusion and regional cohesion.

- **Safeguarding the Planet:** Promoting tourism development policies and models that protect natural and cultural resources, effectively measure the impact of the sector and minimize the negative effects of tourism on nature, culture and societies.

- **Shaping New Frontiers:** Advancing the contribution of technology and innovation to empower people and safeguard the planet in the tourism sector.

The vision for community development through tourism being implemented in AlUla is an example of the Presidency leading by example.

Figure 1.5: G20 2020 Presidency Agenda

Realizing Opportunities of the 21st Century for All

Empowering People

- Unleashing Access to Opportunities for all by breaking barriers preventing underserved groups' access to opportunities
- Boosting financial inclusion of women and youth
- Concrete actions to finance the 2030 Sustainable Development Agenda
- Promoting accessible, safe and person-centric health systems
- Creating inclusive tourism destinations

Safeguarding the Planet

- Creating cleaner and more sustainable energy systems for a new era and practical approaches to manage emissions
- Focusing on energy access and the use of all energy sources to promote sustainable development
- Minimizing land degradation by reforesting the planet
- Improving global water management, and reducing global food loss and waste

Shaping New Frontiers

- Utilizing technology in infrastructure
- Delivering a global solution to tax challenges from digitalization
- Developing smart cities and creating trustworthy Al
- Harvesting the benefits from the entry of BigTech in finance
- Tackling emerging risks, and ensuring cyber resilience

1.3
RATIONALE FOR INCLUSIVE COMMUNITY DEVELOPMENT THROUGH TOURISM

The 2030 Agenda for Sustainable Development through its emphasis on the importance of inclusive growth and development aims to leave no one behind. Tourism – if well developed and properly managed – is well placed to be a key driver of inclusive community development (ICD), and of cultural and natural heritage preservation. ICD is concerned with the organization, education and empowerment of people within their communities[40] to collectively take ownership in preserving and even improving the quality of the local environment,[41] whilst improving the economic and social wellbeing of all members. In so doing, stronger and more resilient local communities are built which leave no one behind such as women, youth, indigenous communities, the elderly and people with disabilities and other vulnerable groups within a community, at risk of poverty and excluded within the development discourse.[42]

Identifying the rationale for inclusive community development through tourism requires at the outset a discussion of the concept of 'inclusive community development through tourism' for the purpose of this report. To this end the below are complementary definitions:

Community-based tourism (CBT): *Tourism development that places the community at the centre of tourism planning, development and management. CBT aims to improve the residents' quality of life by optimizing local economic benefits, protecting the natural and cultural environments and providing high quality visitor experiences.*[43]

Inclusive community development (ICD) through tourism: *Planning, development and management of tourism aimed at promoting inclusive development opportunities for communities in which the community is fully engaged in the decision-making process and the management of tourism.*

Besides the definitions above, the survey among G20 and 2020 invited countries (annex 1) highlights that the concept of *'inclusive community development'* corresponds in many countries to the concepts of 'territorial development', 'social development', 'community involvement and wellbeing', 'stakeholder participation in development and in decision-making processes' and the 'equal distribution of growth opportunities' among members of a community, with nearly all (94%) respondents indicating that ICD was reflected in their national policy objectives.

Relatedly, community-based tourism is centered around the notion of enabling community development, empowerment and self-reliance through collective action by a group of people sharing common social and cultural characteristics, to voluntarily participate in or develop tourism activities within the community thereby contributing to sustainable livelihoods and poverty alleviation. By consciously visiting destinations and communities, tourists can contribute towards conservation efforts and a range of economic and social policy objectives, including job creation, poverty elimination, education and connectivity as highlighted in the G20 and 2020 invited countries survey.

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40 Giampiccoli, A. and Mtapuri, O. (2012), 'Community-Based Tourism: An Exploration of the Concept(s) from a Political Perspective', *Tourism Review International,* volume 16 (1), pp.29-43, http://dx.doi.org/10.3727/154427212X13431568321500

41 Durán, P. (2015), *What does inclusive economic growth actually mean in practice?* (online), available at: www.undp.org/ (16-05-2020).

42 United Nations (2015), *Transforming our world: the 2030 Agenda for Sustainable Development* (online), available at: https://sustainabledevelopment.un.org/ (16-05-2020).

43 World Tourism Organization (2009), *Tourism and Community Development – Asian Practices,* UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284411948.

If tourist flows and carrying capacities are efficiently managed, tourism can add value to communities and contribute to development. It can attract private investors who offer opportunities in the form of private-community partnerships whereby communities profit directly from tourism enterprises or engage in their own entrepreneurial activities. It is worth noting that even though the role of the community evolves in the process of tourism development, the desired environmental, social, and economic outcomes are more likely to be optimized when tourism is initiated, owned and led by the communities for the communities.[44] In translating this into practice, as well as echoing the points made in this section which provide justification for the adoption of CBT, it is important to look into how some countries and private sector stakeholders exemplify such inclusive approaches.

Non-duration specific CBT programmes as above demonstrate the sector's role in empowering communities and fostering long-term social and economic inclusion especially in poor and marginalised regions. However, it is worth noting that not all communities benefit from tourism in the same way. To achieve inclusion, context specific policies, collaborative partnerships and active stakeholder involvement, which often change over time, are critical for the success (or failure) and sustainability of CBT projects.

G Adventures Ripple Score – worldwide

G Adventures Ripple Score tool demonstrates how direct contribution and impact between specific tour packages and the local community can be measured. Created with Planeterra (a social enterprise in tourism) and Sustainable Travel International (an eco-friendly travel promotion company), this tool shows the percentage of the local businesses and services that form part of a package. The higher the score, the more local involvement; if the score is low it is still considered a sustainable trip. The impact of the tours and tool is then assessed through surveys which are filled out by the local community. The survey demonstrates the high level of community involvement throughout the tours created, currently 640 out of 800 tours have been calculated with an average ripple score of 93%. This tool helps to provide unity and perspective within tourism, by making tourists conscious of the contribution they are making towards local people and showing that power comes from togetherness.

Source: G Adventures (2020), 'Ripple Score, It's time we start keeping score' (online), available at: www.gadventures.co.uk/about-us/ripple-score/ (20 May 2020).

Inclusiveness in Resort Development & Management – Rwanda

The Sabyinyo Silverback Lodge in Rwanda is a great example of inclusiveness; the community owns the property and the fees generated go towards social, and economic development of communities living adjacent to the Volcano National Park (through direct and indirect employment and entrepreneurial activities) as well as for conservation initiatives within the park, which are also community led. So far, an impressive USD 3.1 million has been generated and the population of the mountain gorillas in the Volcano National park has been growing with more than 1000 individuals estimated in the Virunga mountains bordering Rwanda, Congo and Uganda in 2016.

Sources: The Dian Fossey Gorilla Fund International (2018), Mountain gorilla population still increasing: Census results released (online), available at: https://gorillafund.org/ (20-05-2020).
Governors Camp (2020). Sabyinyo Silverback Lodge - Stay With Us, (online), available at: https://www.governorscamp.com/safari-camps/ sabyinyo-silverback-lodge/ (20 May 2020).

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44   Beeton, S. (2006), *Community Development through Tourism,* Collingwood VIC, Landlinks Press.

1.3.1 WHY INCLUSIVE COMMUNITY DEVELOPMENT THROUGH TOURISM

Tourism is better placed than many other sectors to contribute to achieving the G20 2020 Presidency's objective of inclusive community development as it is:

- Consumed at the point of intervention and thus can provide livelihood opportunities for communities where other alternatives may be limited – notably in more remote and rural areas;

- A diverse and labour-intensive sector providing a wide range of employment opportunities to communities, some who otherwise might not have any other means of employment, ensuring that development reaches the poor and vulnerable populations;

- An employer of more women and young people than most other sectors and provides opportunities for more vulnerable populations, fostering gender equality and inclusion;

- A generator of opportunities for many small entrepreneurs and diverse SMEs;

- Capable of stimulating economic development and diversification in rural and non-rural areas, providing local stability for economies which heavily rely on agriculture or natural resources extraction;

- Able to reduce economic leakage, by using expenditure generated through tourism to pay for goods and services produced by the communities;

- If supported by adequate policy and practiced responsibly, can help protect destination environments and cultures; and

- Can bring positive modernization through infrastructure and technology development to areas where it is required if it is developed with due consideration of local culture and/or ecological systems.

The G20 has an exemplary opportunity to lead in advancing global cooperation and the Framework echoes this approach by encouraging cohesion and collaboration between communities and tourism stakeholders. The Framework's objective is based on the Presidency's priorities and contributes to these by recognizing and supporting tourism's potential as a tool for inclusive community development by:

- Identifying which and how different communities' benefit from tourism enabling the positive social, economic and environmental impacts to be fairly distributed whilst mitigating and minimising any negative impacts that might arise;

- Serving as an influential point to be voluntarily followed by destinations with different agendas;

- Providing opportunities for member states to generate revenue and reduce inequalities through tourism;

- Demonstrating how national governments can incorporate inclusive community development through tourism by way of policies and related measures;

- Focusing on the importance of fairness and equity in wealth distribution through geographically spreading the economic benefits of tourism; and

- Emphasising the importance of building stakeholders' collaborative partnerships which foster buy-in and active participation across all levels especially within communities and groups whose voices are often forgotten or neglected.

The current COVID-19 crisis can be a catalyst and an opportunity to promote domestic and regional tourism that is more community driven, inclusive and complementary to other forms of economic and social development. Relatedly, the growing demand for sustainable travel means different forms of tourism are needed, such as community-based tourism. CBT could thus become an effective contributor to achieving the Presidency's priority of inclusive community development.

1.4
CHALLENGES AND OPPORTUNITIES

Building a national framework for inclusive community development through tourism requires an understanding of the wider opportunities and challenges in tourism for communities which are hereafter presented in a SWOT table informed by research and the answers provided by G20 and 2020 invited countries (see annex 1).

Table 1.2: SWOT analysis of impacts of tourism on communities

Economic	Social	Environmental	Other
STRENGTH			
▪ Income generated can empower the local communities to manage their own resources, protect their land from degradation thus intensifying conservation achievements. ▪ Poverty reduction, income distribution through employment opportunities.	▪ Increased awareness of the need for protecting tangible and intangible heritage ▪ Tourism can bring about modernization to communities where such development is needed. ▪ CBT appreciates and celebrates unique cultures thus instilling pride onto communities, making them aware of their own distinctiveness and inspiring internal conservation efforts	▪ Fosters conservation of the natural environment and attractions, by engaging communities in the protection of their own natural resources through targeted conservation programmes and initiatives	▪ In captivating tourists on the pretence of sustainability and creating positive affirmations to heritage you are encouraging righteous perspectives through education
WEAKNESS			
▪ Lack of physical and digital infrastructure (hard and soft), connectivity and services ▪ Lack of public sector investment ▪ Lack of private sector investment ▪ Lack of understanding of the economic impact of unpaid and domestic care work ▪ Pricing	▪ Competition for resources (e.g., housing) ▪ Lack of adequate skills ▪ Pushback from local communities (fear of negative impacts on culture and social structures) ▪ Lack of attractiveness/ respect of tourism as a career ▪ Lack of gender-responsive initiatives in tourism at a governance level	▪ Fear of pressure on environment and resources (e.g., congestion, water use) ▪ Lack of sustainable tourism growth plan ▪ Fear of increased impacts (waste, plastics and emissions)	▪ Lack of standard methodology for measurement ▪ Scarcity of properly disaggregated data in many countries

Note: Adapted from G20 and 2020 invited countries survey (see annex 1) and following sources:

Sources: Biddulph, R. (2015), 'Limits to mass tourism's effects in rural peripheries', *Annals of Tourism Research,* volume 50, pp. 98–112, DOI: https://doi.org/10.1016/j.annals.2014.11.011.

Daher, R. (2007), 'Oman: Challenges and Opportunities', in: Daher, R. (ed.), *Tourism in the Middle East: Continuity, Change and Transformation,* Channel View Publication, Clevedon.

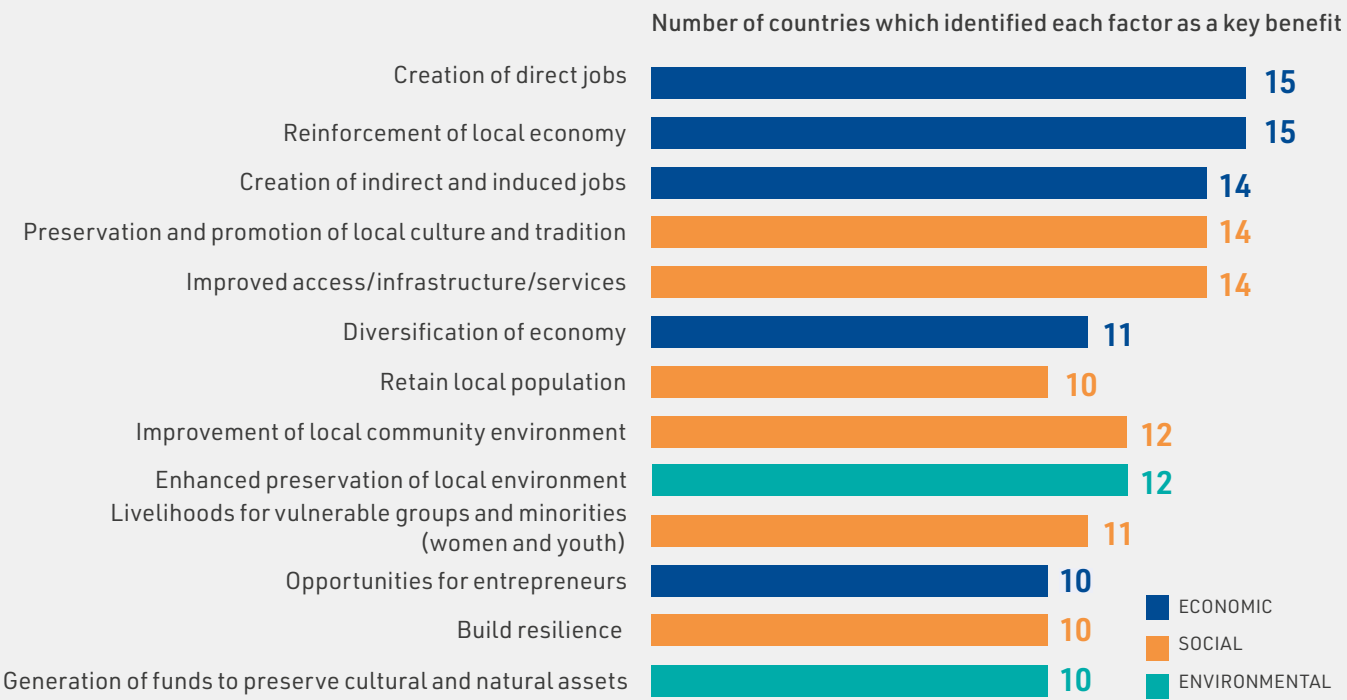Chambers, R. (1995), 'Paradigm shifts and the practice of participatory research perspective', in: Nelson, N. and Wright, S. (eds.), *Power and Participator Development: Theory and Practice,* ITDG Publishing, London.

	Economic	Social	Environmental	Other
OPPORTUNITY				
	▪ Continued tourism growth and resilience ▪ Contributes to the development of required infrastructure through the spatial spread of tourism benefits	▪ Enhances tourism value proposition through integration of local cultural and heritage resources ▪ Retains local population trough development opportunities	▪ Increased resources for conservation ▪ Awareness of and pride in conservation of natural resources	▪ Digital market access ▪ Travellers search for authentic experiences ▪ Increased attractiveness of tourism across market and age segments ▪ Growth in interest in creative industries ▪ Enhanced focus on healthy living, wellness and wellbeing ▪ Current development of international standard statistical framework for MST within the United Nations System ▪ Investment in statistical infrastructure to properly measure the impacts and dependencies of CBT
THREAT				
	▪ Community not being in effective control of resources due to lack of self-belief/-confidence arising from knowledge limitation to tourism and its demands ▪ Potential threat if tourism is not developed as part of a diverse local economy. For example, COVID-19 has illustrated the implications of over-dependency on tourism. ▪ Loss of livelihoods through displacement. When tourism development takes over natural and cultural resources upon which communities depend.	▪ Pushback from local communities (fear of negative impacts on culture and social structures) ▪ Risk of commodification and loss of authenticity through inadequate policy design and management	▪ Lack of sustainable tourism growth plan ▪ Increasingly visible effects of climate change ▪ Lack of tourism public-private-community partnerships ▪ Lack of measurement of the impacts of tourism ▪ Existing gap between tourism education and the tourism industry needs	▪ Increased competition for resources (e.g., housing) ▪ The pricing of CBT experiences can pose risk to community development; if full transparency is not offered, the cost benefit of CBT cannot be calculated ▪ Developing areas with inadequate infrastructure impose immediate difficulties for controlling the flow of tourists ▪ Lack of resources in the planning phase could mean destinations having to put sustainability dimensions against one another ▪ Existence of impoverished communities alongside tourism destinations can generate unwanted assumptions for the indigenous

Cont. sources: Sonjai, N. et al. (2018), 'Community-based ecotourism: beyond authenticity and the commodification of local people', *Journal of eco-tourism,* volume 17 (3), pp. 252–267, DOI: https://doi.org/10.1080/14724049.2018.1503502.

Ghasemi, M. and Hamzah, A. (2010), 'The Use of Delphi Technique to Determine Variables for the Assessment of Community – Based Eco Tourism', in: Mohamed, B. (ed.), *Proceedings of the Regional Conference on Tourism Research: The state of the Art and its Sustainability,* 13–14 December 2010, Penang, Malaysia.

Figure 1.6: G20 and Guest countries Survey
Question: What are the main benefits of employing tourism as a means to achieve inclusive community development?

Number of countries which identified each factor as a key benefit

Creation of direct jobs	15
Reinforcement of local economy	15
Creation of indirect and induced jobs	14
Preservation and promotion of local culture and tradition	14
Improved access/infrastructure/services	14
Diversification of economy	11
Retain local population	10
Improvement of local community environment	12
Enhanced preservation of local environment	12
Livelihoods for vulnerable groups and minorities (women and youth)	11
Opportunities for entrepreneurs	10
Build resilience	10
Generation of funds to preserve cultural and natural assets	10

ECONOMIC
SOCIAL
ENVIRONMENTAL

1.4.1 ADVANCING THE 2030 AGENDA: BENEFITS OF INCLUSIVE COMMUNITY DEVELOPMENT THROUGH TOURISM

The 2030 Agenda and the 17 Sustainable Development Goals (SDGs) provide a framework to develop inclusive communities through tourism by focussing on those benefits where tourism has a higher potential to create positive impacts and drive change in all three pillars – economic, social and environmental.

According to the survey among G20 and 2020 invited countries the following were identified as the major benefits of inclusive community development through tourism: job creation (direct, indirect and induced), local economic development, preservation of local culture and improvement of infrastructure. Realizing these benefits requires policies that promote inclusive and equitable CBT programmes focussing on the following key issues:

1. **Capacity building for decent jobs and opportunities:** Building capacities (especially in areas such as digital literacy, financial literacy, marketing, or languages) among local communities, in particular for youth, women and minority groups, to obtain employment in tourism companies, supply goods and services to tourists and tourism enterprises and establish competitive small and medium-sized tourism enterprises is critical for generating income and equitable distribution of wealth.

2. **Promoting the role of women in communities:** Women constitute 54% of the tourism workforce, compared to 39% in the broader economy.[45] When looking into the role of tourism in community development it is also particularly important to unpack gender dimensions at the community level in rural

45   World Tourism Organization (2019a), *Global Report on Women in Tourism – Second Edition,* UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284420384.

and urban areas in terms of education, employment, leadership, provision of health care, social norms, legal frameworks, and access to financial resources.[46] A gender-responsive, sustainable approach to tourism planning and management should consider women's needs at a community level, generate opportunities for women to be entrepreneurial through diversified income-generating activities and help to integrate gender equality at all levels of the sector.[47] Most importantly, it will shed more light on what goals women want to achieve by engaging in tourism and how to go about achieving these. These advances would enable women's financial inclusion and independence and offer increased opportunities for training and personal development, in turn, contributing to the socioeconomic development and empowerment of local communities.[48]

3. Fostering innovation, digitalization and entrepreneurship including the digitalization of the whole tourism ecosystem and social entrepreneurship through supporting local MSMEs is critical to empowering and developing communities, providing them competitive advantages and access to the markets at both national and regional levels. Innovations in product development, marketing and service provision can multiply the tourism potential of communities and accelerate their inclusion into the tourism value chain with a special focus on digitalization.

4. Empowering of local communities: The inclusion of communities and their representatives in co-leading the processes of consultation and decision-making for planning, developing and managing the 'destination' should take full priority. Community development through tourism should start and end with the community's wellbeing – economic, social, cultural and environmental – at the core.

5. Providing infrastructure and services: Community development through tourism provides an opportunity to use the sector as a means to support services and infrastructure-related development and maintenance. For instance, improved transport infrastructure not only plays a significant role in attracting tourists, but it also improves the quality of life of local residents. Furthermore, tourism can also generate additional funding/demand for the development and better maintenance of basic healthcare and educational infrastructure, public spaces, cultural attractions, and convention centres, which all contribute to the attractiveness of destinations.

6. Communities as champions of nature and heritage preservation: With awareness raising and capacity building, local communities can play a critical role in environmental, social and cultural preservation and valorization, which is an essential precondition to generate long-term benefits from tourism development. At the same time, tourism brings opportunities for local communities to earn income from natural and cultural

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46 World Bank (2017), *Tourism for Development. Women and Tourism: Designing for Inclusion,* World Bank Group, Washington, D.C. (online), available at: www.worldbank.org (01-07-2020).

47 Ferguson, L. and Moreno Alarcón, D. (2015), 'Gender and sustainable tourism: reflections on theory and practice', *Journal of Sustainable Tourism,* volume 23 (3), pp. 401–416, DOI: https://doi.org/10.1080/09669582.2014.957208.

48 Kimbu, A. N. and Ngoasong, M. Z. (2016).

Job creation, local development, preservation of culture, improvement of infrastructure.

assets (e.g., wildlife or local agriculture products), thus increasing their desire to preserve those assets. Greater emphasis could be placed on the role of tourism in promoting and maintaining indigenous traditions, art and culture, which are typically major attractions for visitors, without threatening these traditions. In turn, tourism represents a major source of revenue for many indigenous communities. These communities need to be more involved in all tourism decision-making processes affecting their livelihoods, their lands and key resources they fully depend on.[49]

7. Tourism for all: Developing accessible environments, infrastructure and services in communities, benefits the local community and creates a more inclusive society for all while opening new market opportunities. Tourism is also important for the wellbeing of tourists, and increasingly seen as a basic need, if not yet a basic right. Tourism also has a better potential to employ more workers with disabilities and provide more specific solutions to address a wide range of particular access requirements which vary from customer to customer.[50] Besides the positive benefits of employment on the lives of workers with disabilities, they may simultaneously contribute to improving accessible tourism services, through their life experience and insights that can be shared with co-workers and visitors with access requirements. Increasing the employment levels of persons with disabilities in the tourism sector is partly seen as a response to the sector's growing awareness of the importance of catering for diversity among its customers.

8. Decent work and formalization: Important issues to be considered in this regard involve adopting policies to improve the implementation of tourism-related regulations and providing incentives to formalize/register tourism businesses that operate in the informal sector (especially in low-middle income countries) as well as employment promotion interventions. These include the creation of an enabling environment for sustainable enterprises, skills development, youth employment promotion, particularly those targeting young women, and measures that facilitate the transition of workers to the formal economy in line with the ILO Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204). The tourism sector – partly due to its seasonality and temporality combined with weak regulation, enforcement and organization of labour – in many countries is characterized by high informality. Migrant workers, women and youth are particularly vulnerable to informal or casual employment in a less safe and less favourable working environment than other workers. Informality in the industry poses challenges to ensuring decent work. Decent work deficits, such as excessively long working hours, low wages, the lack of social protection and gender-based discrimination, are most pronounced in the informal economy. In addition, due to short tenures, short contribution periods or low earnings and other irregular patterns of work, tourism workers may have limited social security coverage or accrue limited entitlements over their career for adequate levels of social security benefits, namely when they reach old age. Unless there are provisions to guarantee

49 World Tourism Organization (2019b), *Recommendations on Sustainable Development of Indigenous Tourism,* UNWTO, Madrid,
    DOI: https://doi.org/10.18111/9789284421299.
    Please visit www.unwto.org/accessibility for the UNWTO Recommendations on Accessible Tourism and awareness-raising manuals.
50 World Tourism Organization (2016), *Accessible Tourism for All: An Opportunity within Our Reach,* UNWTO, Madrid,
    DOI: https://doi.org/10.18111/9789284417919.

minimum benefit levels, the income replacement would be insufficient to allow a life in dignity. For the tourism sector, the delivery of social security coverage in line with the Social Security (Minimum Standards) Convention, 1952 (No. 102), is especially important as it allows portability of benefit entitlements in line with the high turnover often observed in the tourism industry.[51]

9. Public/private/community partnership, towards a new governance model: It is key to ensure a close collaboration between governments at all levels, the private sector and the civil society, particularly communities and residents, as well as the full engagement of tourists, to make the tourism sector work for community development. For many local communities, especially native/indigenous people and ethnic groups, it is important to ensure that opportunities for leadership and ownership are part of the tourism development process. Sustainable community tourism should result in the empowerment of individuals and be based on respect, consultation and equitable partnerships.

The Cree Village Eco Lodge – Canada

Established in 1996 and opening in 2000, the Cree Village Eco-Lodge, located in the small community town of Moose Factory, Canada was established by the local community to provide a new form of economic stimulus through the advanced development of indigenous tourism. Randy Kapashesit, the Cree Chief at the time who provided leadership for the project stated: "our culture is alive in the present and is recognizable in the modern era" echoing the development's purpose not just as an economic provider for locals but as a vehicle for which the native Cree culture could be transported into the modern era.

The development of tourism herewith enables community to be in control of the preservation of their own cultures through architectural expression and provision of hospitality services. By putting on display local cultures and knowledge of the environments solely owned and inhabited by indigenous peoples, the lodge exists as a conservation project, ensuring the long-term sustainability of the native Cree community.

Sources: Cree Village Eco Lodge (2020), 'Our Tale' (online), available at: http://creevillage.com/our-tale/ (07-07-2020).
Varumo, L. (2016), *Community-based tourism as the interface of indigenous and non-indigenous worlds,* thesis for the University of Tampere.

51 International Labour Organization (2017), *ILO Guidelines on decent work and socially responsible tourism, 2017,* ILO, Geneva
See also: International Labour Organization (1991), *Working Conditions (Hotels and Restaurants) Convention, 1991 (No. 172) and accompanying Recommendation No.179,* ILO, Geneva.

1.5
OBJECTIVES

The Framework should translate into benefits for under-developed regions, MSMEa and disadvantaged groups

Recognizing the potential of tourism to promote inclusive development, as well as address current challenges and opportunities, the Framework aims to:

1. **Provide new opportunities and decent livelihoods for communities,** by generating wealth and reducing inequalities through tourism;

2. **Enable national governments around the world to include inclusive community development through tourism as part of their development plans and relevant policies** (tourism, finance, transport, education, etc.) by identifying opportunities, developing programmes, allocating resources and measuring progress;

3. **Raise awareness of tourism's potential for inclusive community development and advance national whole-government approaches and policies that support tourism development** including the conservation efforts, human capital development, transport, regulation, digital transformation, etc.;

4. **Identify opportunities** for tourism stakeholders – including the private sector and civil society – **to support the development of local communities through tourism,** to ensure a wide distribution of tourism's benefits, enhance job creation, empower local communities, promote social inclusion and advance the SDGs;

5. **Foster new partnerships and empower both private and public sector stakeholders and the civil society, to develop effective interventions at the community level** to improve socioeconomic opportunities, empower women, youth, and native/indigenous communities, minorities, protect the environment, increase the attractiveness to stay in the countryside/rural/suburban areas, reduce migration to urban centres and to other countries and value local resources;

6. **Advance accessibility across the entire tourism value chain** empowering persons with specific access requirements in making destinations more inclusive for visitors and the local communities;

7. **Maximize the opportunities for new technologies, innovation and entrepreneurship** to contribute to tourism development at community level;

8. **Raise awareness** of the importance and **benefits of supporting a higher level of Official Development Assistance in tourism** and developing **specific financing mechanisms to support tourism development in communities;**

9. **Design gender-responsive evidence-based tourism policies and programmes** that implement actions based on the transformative vision of the 2030 Agenda and its SDGs giving special consideration to securing benefits for women across all levels of the tourism sector;

10. **Identify the key policy issues for designing and implementing community-based tourism policies and develop corresponding programmes and measurements in line with internationally agreed standards.** Such a programme should be pragmatic yet ambitious, identifying relevant existing data sources and proposing data developments in those areas with no or little existing data; and

11. **Foster investment in statistical infrastructure to measure the identified areas relevant for monitoring the impacts and dependencies of tourism on communities,** as well as the participation in the process for the development of specific indicators for this end, in line with international standards and notably such as the Measuring the Sustainability of Tourism (MST) framework.

The implementation of the Framework should translate into benefits especially for under-developed regions (both rural and urban); **micro-, small and medium-sized enterprises** (MSMEs) **and disadvantaged groups** (unemployed people and people engaged in non-standard employment, women, ethnic minorities and indigenous people, people with disabilities, youth and people with lower levels of formal education). Yet, such benefits will only be materialized if tourism development is balanced and there is enough demand for it be viable and sustainable.

02. FRAMEWORK FOR INCLUSIVE COMMUNITY DEVELOPMENT THROUGH TOURISM

The Framework is outlined around five dimensions:

1.   **For whom:** what are the communities that should benefit from the Framework according to their potential, commitment and level of development?

2.   **By whom:** who are the most appropriate stakeholders to implement these programmes?

3.   **How (pillars of action):** what type of programmes and interventions for each of the four pillars 1) Empower; 2) Safeguard; 3) Prosper and 4) Collaborate can be implemented?

4.   **How to measure** and quantify the impact of the Framework? and

5.   **How to shape new frontiers** through innovation and digital transformation? (this issue will be crosscutting to all four pillars of action).

Figure 2.1: Framework for Inclusive Community Development through Tourism
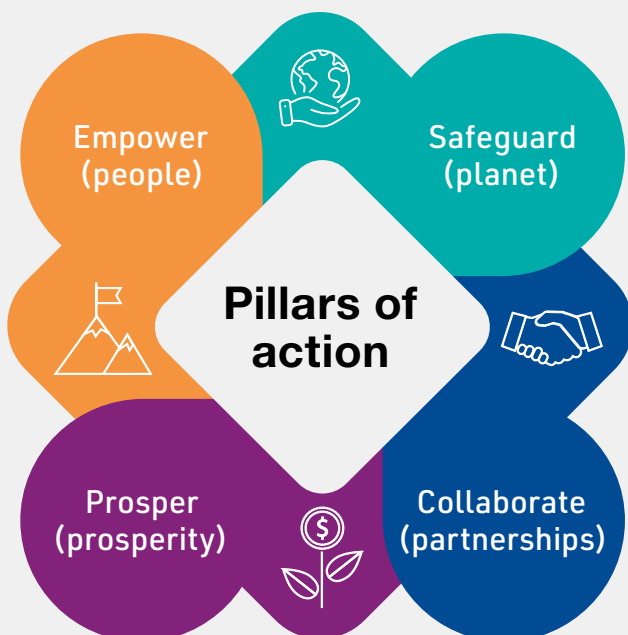
For whom?

What are the communities that should benefit from the Framework according to their potential, commitment and level of development?

By whom?

Who are the most appropriate stakeholders to implement these programmes?

Measuring

How to measure the outcomes and quantifiable impact of the Framework?

Shaping new frontiers

through innovation and digital transformation (cross-cutting to all four pillars of action)

2.1
DIMENSION 1: FOR WHOM ?
CRITERIA FOR IDENTIFYING
COMMUNITIES

Figure 2.2:
G20 and 2020 invited countries survey.
Question: How would you define a 'community' in the context of inclusive community development through tourism in your country?

Number of countries
which mentioned the following dimensions
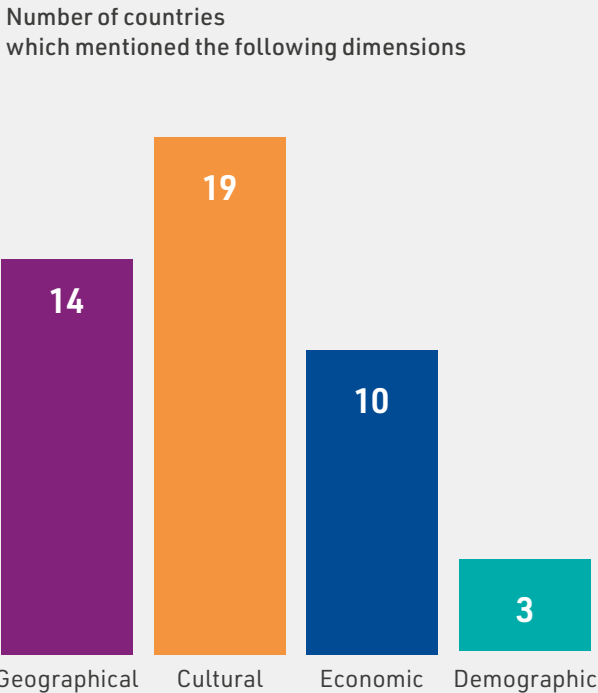
Source: G20 and 2020 invited countries survey

This section defines a community, as well as other criteria considered relevant in defining an eligible community in the context of the Framework.[52] It then reviews and presents possible criteria that signal whether a local community could benefit from the Framework mechanisms according to the results of the survey and relevant literature.

A *community* is defined as a group of individuals that share some common characteristics.[53] Often, we assume that a group of residents are a community if they share physical proximity or geography with delineated boundaries. While living in the same locality is important, for residents to be a community they need to share a sense of belonging,[54] with shared ties, values and beliefs. Communities are characterized by providing mutual help, reciprocal support, solidarity, and cooperation among members. Maintaining a particular way of life and undertaking activities together are equally important criteria sometimes used in defining communities. Other defining criteria of a community relate to tangibility, and place-oriented processes of interrelated actions which encourage participation of all members.[55]

52   World Tourism Organization (2019), *UNWTO Tourism Definitions,* UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284420858.

53   Tauber, D. and Schwartz, D. G. (2011), 'Integrating knowledge management with the systems analysis process', in: Schwartz, D. and Te'eni, D. (eds.), *Encyclopedia of Knowledge Management, Second Edition, I*GI Global, pp. 431–441, DOI: https://doi.org/10.4018/978-1-59904-931-1.

54   Crow, G. and Allan, G. (1994), *Community Life: An introduction to local social relations,* Harvester Wheatsheaf, Hemel Hempstead.

55   Cobigo, V.; Martin, L. and Mcheimech, R. (2016), 'Understanding Community', *Canadian Journal of Disability Studies,* volume 4 (5), pp. 181–203,
DOI: https://doi.org/10.15353/cjds.v5i4.318.

56   Noya, A. and Clarence, E. (2009).

Within the current global discourse on community development, **communities are mainly defined by geography** and **level of economic development,** providing there is a **sense of belonging and identity,** and **face similar/related issues.** These diverging but interrelated understandings of community are important when different policy contexts in which development-led CBT is discussed and implemented.[56]

The developed criteria below, based on the survey carried out among G20 and 2020 invited countries, have been divided into two categories – 1. community characteristics and 2. tourism potentials (seen in tables 2.1 and 2.2 below). These criteria are defined at the optimal level and provide a range of options for countries to choose and adapt according to each country's priorities, policy objectives and needs.

Community characteristics are grouped under four main domains – physical, social, economic and environmental domain, with the associated criteria The indicators below should be taken as references and selected according to the objectives set for each national policy for inclusive community development.

Table 2.1: Community characteristics by domains

Criteria	Areas for measurement
DOMAIN 1: Physical characteristics	
1. Size	▪ Surface area ▪ Number of residents ▪ Population per km^2
2. Geographic location	▪ Rural, urban, coastal, mountainous, etc.
3. Cluster of communities	▪ Physical proximity, route networks, shared values, customs, traditions and beliefs
4. Ownership	▪ Title deeds to land disaggregated by gender
DOMAIN 2: Social characteristics	
5. Employment	▪ Employment level within the community disaggregated by gender ▪ Employment in the different industries/sectors disaggregated by gender
6. Gender distribution	▪ Gender distribution in the community ▪ Gender gap in access to Internet ▪ Gender distribution in terms of ownership of electronic devices with Internet access ▪ Unpaid care work undertaken disaggregated by gender ▪ Gender equality strategy in national policy ▪ Existence of dedicated personnel/unit for gender equality in national/local public administration
7. Youth population	▪ Youth unemployment disaggregated by gender ▪ Working age of youth population in the community disaggregated by gender
8. Population at risk of exclusion (e.g., ethnic minorities, disabled persons, indigenous groups, informal workers)	▪ Residents in the community by place of origin disaggregated by gender ▪ Residents with disabilities disaggregated by gender ▪ Residents from indigenous groups and/or ethnic minorities disaggregated by gender ▪ Population identified as vulnerable

Criteria	Areas for measurement
9. Educational level	▪ Community members with professional qualifications and level of qualification (e.g., university degree, vocational training, etc.) disaggregated by gender ▪ Uptake of capacity development opportunities for community members disaggregated by gender ▪ Education level of community members disaggregated by gender
10. Existence of administrative units	▪ Existence of regional governments/municipalities and councils ▪ Community representation in local governance ▪ Mechanisms for promoting community participation in community meetings and in the implementation of outcomes
11. Decision-making	▪ Existence of collaborative decision-making processes/mechanisms disaggregated by gender
DOMAIN 3: Economic characteristics	
12. Income distribution	▪ Gender pay gap ▪ Average pay by sector disaggregated by gender
DOMAIN 4: Environmental characteristics	
13. Land use patterns	▪ Use of space and physical infrastructure for agriculture, industry, conservation, etc.
14. Nature conservation	▪ Impact of human activity (infrastructure development and other activities) on ecosystem ▪ Land/area classified as a protected area near/within the community
15. Vulnerability to natural disasters	▪ Level of vulnerability of the community to natural disasters

Tourism potential: For tourism to successfully contribute to inclusive community development, it will not only have to be both demand-driven (current tourism development, proximity to source markets, etc.) and supply-based (natural attractions, cultural heritage, existing infrastructure, etc.), but it will equally require a commitment from communities and civil society organizations to work with the public and private sectors to make it succeed.

Table 2.2: Criteria to identify tourism potentials

Criteria	Areas for measurement
DOMAIN 1: Natural and cultural resources	
1. Recognized natural attractions and/or activities	▪ Internationally and nationally recognized natural heritage sites and preserved areas ▪ Number of recognized and safe activities that take place in nature
2. Recognized tangible and intangible cultural heritage and/or equipment	▪ Number and range of (inter)nationally recognized tangible cultural heritage sites and preserved areas ▪ Composite measure of the number of (inter)nationally recognized tangible and intangible cultural heritage and attractions in different forms
3. Creative industries	▪ Number and range of (inter)nationally recognized creative attractions, products, activities and events in different forms
DOMAIN 2: Connectivity	
4. Road infrastructure	▪ Volume of (paved/motorable) road networks (km) ▪ Quality of facilities, signage, markings and electrical systems
5. Public transport services	▪ Availability (and frequency) of public transport provision within the destinations and between destinations ▪ Types and quality of public transport services
6. Distance to source markets and/or access points	▪ Availability of air and sea routes, operators and frequency of flights ▪ Number of transport facilities (inter)national airports including hub links and intermodal connections ▪ Travel time from main and potential markets ▪ Travel time to and from attractions
7. Communications (Internet)	▪ Internet penetration rates ▪ Internet speed and ease of connectivity ▪ Level of Internet security
DOMAIN 3: Health and environmental outcomes	
8. Health facilities	▪ Number of health facilities meeting international standards
9. Water use and conservation	▪ Total volume of water consumed by tourism establishments per day ▪ Water saving initiatives (percentage of recycled, recaptured or reduced water)
10. Water quality	▪ Availability of potable water treated to international standards ▪ Frequency of water-borne diseases; number/percentage of visitors reporting water-borne illnesses during their stay
11. Sewage systems	▪ Availability of sewage treatment systems ▪ Percentage of sewage receiving treatment ▪ Percentage of tourism establishments connected to treatment system
12. Solid waste management	▪ Type of waste disposal methods – recycling, landfill ▪ Volume of waste produced by the tourism sector per month/year in comparison to the community

Criteria	Areas for measurement
DOMAIN 4: Security	
13. Public security	▪ Frequency of reported incidences of petty crime, theft, sexual harassment and robbery in the community
	▪ Female and male perceptions of threats to security and safety now and in future
DOMAIN 5: Market viability	
14. Existence of tourism accommodation, food and beverage, and leisure facilities	▪ Number and density of tourism accommodation, food and beverage, and leisure facilities
	▪ Number of graded/registered tourism accommodation, food and beverage, and leisure facilities
	▪ Visitor numbers and expenditure
15. Destination brand awareness	▪ Number of tourism ventures producing and selling local tourism products
	▪ Mechanisms to enable awareness and adoption of destination brand by tourism actors (e.g., presence in tourism fairs, TV and web marketing campaigns, social media presence)
	▪ Mechanisms to ensure a gender-inclusive destination brand
16. Payment systems (mobile and card)	▪ Availability of secure (mobile and card) payment systems
17. Wider product/ route integration	▪ Evidence of cooperation/collaboration with other DMOs, e.g., existence of integrated product development and marketing activities in the region
18. Tourism economy	▪ Number of tourism businesses in operation
	▪ Number of tourism businesses in operation disaggregated by gender
	▪ Percentage of tourism businesses in relation to other businesses
	▪ Percentage of community members owning a tourism business disaggregated by gender
	▪ Prominent tourism ventures producing and selling local tourism products
	▪ Value added by tourism
DOMAIN 6: Investment and support	
19. Banking system support	▪ Institutional mechanisms for supporting/enabling community-driven tourism ventures to access to bank loans and other forms of capital
	▪ Number of banking and finance industry backed sustainable tourism development projects
	▪ Evidence of specific financial instruments aimed at increasing women's financial inclusion
20. Tourism education	▪ Community members with professional tourism qualifications (tertiary/ vocational) disaggregated by gender
	▪ Capacity development opportunities for community members involved and/or interested in tourism at different levels

Criteria	Areas for measurement
DOMAIN 7: Governance	
21. Adoption of national policy objectives for inclusive development	▪ Recognition of importance of tourism in community development in national development masterplan ▪ Adoption of community-centred policies in regional tourism development plans and management frameworks ▪ Tourism as a major component of the community planning process
22. Existence of DMOs	▪ Representation of tourism organizations in DMO board ▪ Representation of communities on DMO boards ▪ Gender balance of DMO board ▪ Community participation in DMO board meetings and in the execution of outcomes
23. Gender mainstreaming	▪ Existence of gender equality strategy in NTAs/DMOs/local public authorities (as appropriate) ▪ Existence of dedicated personnel/unit for gender equality in NTAs/DMOs/local public authorities (as appropriate)
24. Existence of a municipality with tourism department	▪ Mechanisms for promoting community participation in community meetings and in the implementation of outcomes ▪ Number of local government/municipalities and councils with tourism departments and local DMOs ▪ Existence of a development planning process including tourism
25. Community representation	▪ Level of representation and participation of communities in DMO boards and activities

2.2
DIMENSION 2: BY WHOM ? STAKEHOLDERS FOR IMPLEMENTATION

A guiding framework and a well-thought-out policy based on a participatory approach is essential for achieving the objectives of inclusive development in communities through tourism. Whilst it has been observed that the same stakeholders may be responsible for formulating and implementing tourism in some contexts, while in others there is a distribution in roles with some stakeholders being responsible for formulating (e.g., state agencies) and other stakeholders for implementing (e.g., agencies that provide product development and/or destination marketing) policies. Yet other approaches are collaborative, involving representatives of all relevant stakeholders in the consultation process. In addition, data on the various aspects of community-based tourism to feed the development and implementation of such policies is also likely to be scattered across a range of data producers and compilers. It is worth noting that these roles and responsibilities can evolve and do change over time.

Whatever the context, the process of developing tourism that is inclusive and community oriented consists in identifying critical stakeholders, who will be responsible for planning, managing and monitoring the impacts of tourism-related activities and ensuring the effective functioning of the whole tourism value chain. A critical stakeholder herewith refers to a member of the community who has the power and legitimacy to influence other stakeholders within the community through a series of interactions which shape different elements of tourism development.[57]

Based on the G20 and 2020 invited countries survey and further research, this section identifies the best placed stakeholders and their respective roles and responsibilities in the implementation of the Framework and its programmes. These include national, regional and local governments (e.g. municipalities), national gender-equality mechanisms, destination management/marketing organizations (DMOs), national statistical offices and any regional subsidiary organs, non-governmental organizations (NGOs), civil society organizations, community associations, including women organizations, and private sector associations involved in tourism and its value chain (such as tourism and transportation sector businesses, education and training institutions, and other areas such as banking and finance, public health and security institutions).

Gender-equality is a transversal issue across the Framework and G20 priorities.[58] Stakeholders are ergo expected to:

▪ Actively promote gender equality and women´s empowerment;

▪ Support resource mobilization and projects to enhance gender equality and women´s empowerment;

▪ Seek to reduce legal and policy barriers for women's participation in the sector; and

▪ Commit to ensure the disaggregation by gender of tourism data collected.

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57   Kimbu, A. N. and Ngoasong, M. Z. (2013), 'Centralized decentralization of tourism development: A network perspective, *Annals of Tourism Research,* volume 40, pp. 235–259, DOI: https://doi.org/10.1016/j.annals.2012.09.005.

58   Organisation for Economic Co-operation and Development and United Nations Development Programme (2020), *G20 contribution to the 2030 Agenda: Progress and way forward,* OECD and UNDP, DOI: https://doi.org/10.1787/db84dfca-en.

Public-private-community partnerships: Towards a new governance model

While there is no 'one-size-fits-all solution' and the approach will need to be adjusted to each case as well as evolve with time, the table below summarizes the key areas of intervention and the respective implementing entities, indicating who could take a leading role in each of the interventions and who could also be engaged.

In the case that two or more entities are indicated as 'leading', the decision would be dependent on the characteristics of the community and the country considering that there can also be co-leads.

From table 2.3, it is important to note that a holistic approach to inclusive community development through tourism requires the existence or the creation of a tourism governance structure or mechanism, where all actors (including the community) are represented and take both ownership and leadership in managing the 'destination'[59] at different times and stages of development.

Currently, there are a variety of options that exist that can fit the purpose in terms of tourism governance as indicated below. In addition, a DMO that wants to ensure community development through tourism should include representatives of both public and private sectors as well as the full engagement of the community, hence a fourth option is suggested for consideration by the G20 member states which directly co-opts community representatives in the DMO processes:

1. Fully public DMO model: DMO fully led, financed and operated by a regional/local government;

2. Fully private DMO model: DMO fully led and operated by a sectorial/local tourism association; often with private and public sector funding from national and/or regional/local government;

3. Public-private DMO model: Led, funded and operated by a dedicated structure where the public and private sector have equal responsibilities and roles. Often funding is mostly public; and

4. Public-private-community DMO model: This model extends the public/private DMO model at the local level by including community and civil society representatives who have equal responsibilities and roles in management. This model should be community led and driven, with funding coming from public and private sources. The inclusive nature of this model when compared to the other three above makes it ideal for adoption in developing ICD through tourism by the G20 member states.

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59 World Tourism Organization and Griffith University (2017), *Managing Growth and Sustainable Tourism Governance in Asia and the Pacific,* UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284418909.

Table 2.3: Key destination stakeholders and roles in Framework implementation

Level of intervention/ implementing partner	National goverments	Local governments (e.g., municipalities)	Destination management organizations (DMOs)	Community (residents, associations, representatives)	Non-governmental organization (NGOs)	Private sector associations (e.g., for tourism, hotels, food and beverage enterprises)	Private sector tourism (e.g., tourism businesses, tourism workforce)	Private sector other (e.g. banks, telecoms, education)
Tourism diagnosis, strategy planning and management	L	L	x	L	x	x	x	x
Financing and investment in major and soft infrastructure (transport, water and sewage, ICT, banking systems, cultural equipments, etc.)	L	L						L
Investment in supporting infrastructure (small interventions for improvement, signage, public WiFi, etc.)	L	L				x	x	x
Regulatory framework (policies, rules and regulations)	L	L		x		x		x
Fiscal policy (incentives for investment and operations)	L	L						
Private sector investment in tourism infrastructure (accomodation, restaurants, etc.)	x	x		x		x	L	L
Human capital and skills development	L	L	x		x	x	L	x
Destination management	L	x	L	x	x	x	x	x
Marketing and branding	x	x	L	x	x	x	x	x
Product development	x	x	L	L	x	x	x	x
Promotion of market access and value chain development	x	L	L	x	x	x	x	x
Safety and security	L	L	x	x		x	x	x
Monitoring outcomes and impact (sustainability)	x	L	L	x	x	x	x	x

Notes: L = leading role in the implementation   x = additional participation

2.2.1 PUBLIC-PRIVATE-COMMUNITY PARTNERSHIP – A NEW GOVERNANCE MODEL

Recovery, resilience and a sustainable future will only be possible with strong governance models for tourism at national and local levels. One such model is the public-private-community partnership (PPCP) approach. The PPCP is a symbiotically operational model that is designed to achieve sustainable development in which the three parties, collectively develop tourism products and services for mutual benefit, through jointly assuming risks and responsibilities, while sharing resources and competences thereby maximizing the benefits provided to the wider community and contributing to community development.[60] PPCPs enable communities, governments and private sector actors to access the economic, environmental and social benefits of tourism faster and more sustainably. These benefits are often of a higher quality and reach a broader number of people than could be achieved by acting alone or through standard statutory or consultative relationships.

PPCPs ensure a local foundation and focus on inclusive local development and sustainability rather than on profitability alone. They are thus able to generate long-term positive social, economic, and environmental benefits to all stakeholders and in so doing build resilient communities.[61] In this regard, PPCPs are not only well placed to promote inclusive community development but can become even more crucial in aiding the post COVID-19 recovery in the G20 member countries and beyond. Even though there could be challenges in identifying the right community representatives, if well devised and implemented PPCPs can:

- Enable communities acquire new skills and knowledge from private sector tourism organizations which in return will be able to access community resources under government facilitation;

- Promote innovation within communities and businesses by facilitating access to new technologies which they often lack;

- Permit the development of new tourism products, based on local skills and resources, thereby boosting the product offering;

- Foster accountability among stakeholders when discharging their roles and responsibilities;

- Address constantly evolving community development goals and needs in a collective manner; and

- Promote long-term regulatory and financial commitments by stakeholders ensuring the sustainability of projects post COVID-19 and beyond.

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60   Ministry of Foreign Affairs of the Netherlands (2013).
61   Sharma, S. and Nayak, S. (2013).

2.3
DIMENSION 3: HOW ?
PILLARS OF ACTION, PROGRAMMES AND INTERVENTIONS

Based on the SDG framework (People, Planet, Prosperity and Partnerships) and the G20 Presidency priority areas, and informed by the list of enabling factors emanating from the G20 and 2020 invited countries survey (figure 3.3 and annex 1), the following pillars of action, their corresponding programmes and possible interventions are proposed hereafter.

It is worth noting that the pillars are holistic and the proposed programmes and interventions for the respective pillars of action are all inter-related and mutually dependent on each other to maximize the impact and outcomes of each of the interventions. For example, empowerment, which can be achieved through collaboration can lead to effective safeguarding of resources. Relatedly, there is discretionary flexibility for the interventions to be moved across the different

pillars, and the areas for monitoring and measurement provide a range of options for countries to choose, and can be adapted according to each country's priorities, policy objectives and needs. Finally, it is worth noting that the different areas of measurement of the statistical framework for Measuring the Sustainability of Tourism (MST) can be applied in measuring and monitoring the impacts of the programmes and interventions for the different pillars proposed hereafter.

Figure 2.3: G20 and 2020 invited countries survey.
Question: What enablers are most important to realizing tourism's potential in the development of inclusive communities through tourism?

Number of countries which identified each factor as a primary/secondary enabler

Note: Countries were asked to identify the key enablers and rank them according to importance – ranking of 1 (i.e., most important) are shown as "Primary enablers" and ranking above 1 are shown as "secondary enablers".

2.3.1 PILLAR 1: EMPOWER

Empowerment in tourism provides communities with a consultative process that enables members (including women, youth, ethnic minorities and indigenous people, among others) to engage with the public and private sectors and learn, make choices, accept responsibility for actions and decisions, and access available resources that enhances their agency to realize economic and social outcomes which (in)directly benefit the community and its members. It is a process that provides humans individually or collectively with agency, freedom and capacity of improving their quality of life by engaging with tourism.

PROGRAMME 1:
COMMUNITY PARTICIPATION IN PLANNING, POLICY AND MANAGEMENT

Description:

Enabling key stakeholders – especially residents – to fully participate in planning and policy debates and decision-making processes is a means of acquiring power for these individuals, particularly for those who tend to be underrepresented such as women. It is also a means for the destination to co-create more effective planning strategies which include options to reduce the level of tourism by defining stopping points and prioritizing local interests over outside interests. Moreover, the identification of local champions who

Figure 2.4: G20 and 2020 invited countries survey;
Question: What are the main challenges of employing tourism as a means to achieve inclusive community development?

Number of countries which identified each factor as a key benefit

Creation of direct jobs	18
Reinforcement of local economy	18
Creation of indirect and induced jobs	17
Preservation and promotional local culture and tradition	15
Improved access / infrastructure / services	16
Diversification of economy	13
Retain local population	10
Improvement of local community environment	15
Enhanced preservation of local environment	14
Livelihoods for vulnerable groups and minorities (women and youth)	13
Opportunities for entrepreneurs	12
Build resilience	12
Generation of funds to preserve cultural and natural assets	12

ECONOMIC   SOCIAL   ENVIRONMENTAL

can take the lead through long-term commitment to oversee the proposed actions can guarantee the implementation and continuity of the projects.

This participation, if extended to other service-oriented industries and value chain activities such as agriculture or health, can also foster the co-design and implementation of new products and foster integrated value chains which can increase the multiplier effects of tourism and the competitiveness of destination communities.

Aims:

1. To empower key stakeholders especially local communities including indigenous, ethnic and other minority groups to take ownership of tourism development by engaging them in the planning and implementation process with special emphasis on the identification of local champions or leaders with credibility and respect within the community who can maintain the sense of empowerment and guarantee the long-term commitment of the community with the tourism initiatives planned.

2. To adopt a holistic and integrated approach involving other complementary sectors in the planning and implementation/management process.

Proposed interventions:

1. **Effective involvement of key stakeholders in strategy and policy planning and management** with special emphasis on:

- Cross-sector value chain representatives' engagement bringing together local residents and small-scale community owned initiatives by using novel participatory methods and techniques. For example, collaboration with local food producers can lead to restaurants and hotels sourcing locally and developing menus around local foods (sustainable supply chain management), leading to more meaningful food experiences for tourists.

- Involving residents in tourism diagnosis, policymaking, strategy planning, and management can help national and local governments to better address residents' needs and impacts of tourism on their quality of life, especially in destinations affected by tourism pressure, under-tourism, unemployment, etc. It can also lead to the co-creation of sustainability-oriented innovations to address residents' problems/concerns emanating from the tourism activities (e.g. innovative pro-sustainability regulations aiming to reduce tensions between the sector and residents, public-private efforts towards smart mobility, and increased accessibly of public spaces, greater distribution of financial benefits and dispersion of tourist flows by implementing zoning schemes).[62]

- Involving population groups such as indigenous, ethnic and other minority groups associated to unique cultural resources or small-scale community owned heritage tourism initiatives. The involvement of these communities can lead to the

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62 World Tourism Organization (UNWTO); Centre of Expertise Leisure, Tourism & Hospitality; NHTV Breda University of Applied Sciences; and NHL Stenden University of Applied Sciences (eds., 2018), *'Overtourism'? – Understanding and Managing Urban Tourism Growth beyond Perceptions,* UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284419999.

development of integrated management plans that identify and safeguard the tangible and intangible heritage, turn the resources into economic assets to incentivise their protection and better integration into the tourism sector. This in turn, can have an effect of empowerment on these communities to take control of and safeguard the development of tourism development within their community.

- Implementing a system of information and monitoring on how the residents can deliver their aspirations, concerns and satisfaction with tourism sustainability and destination management (such as, a systematic feedback mechanism regarding tourism issues). The communities' understanding of sustainable tourism should be improved equipping them with the skills to better understand the opportunities and challenges involved in tourism planning/policymaking, development and management.

- Participatory methods such as value mapping processes, design thinking or Lego Serious Play can be novel tools employed by all stakeholders led by national and local governments for diagnosing tourism needs, strategy planning and management while exploring their socially constructed reality.

2. **Identification of local champions** who can both 1. lead the development of ideas/projects and 2. guarantee the implementation and long-term continuity of the proposed actions in case of conflict of interests or political changes. These local champions can be community leaders and/or representatives, DMOs or other stakeholders who are trusted and have credibility and respect within the community and act on behalf of different sub-areas and/or interest groups.

PROGRAMME 2:
CAPACITY AND CAPABILITY BUILDING THROUGH TRAINING AND SKILLS DEVELOPMENT

Description:

Tourism development requires institutional support and a broad range of human capacity and skills, which the G20 and 2020 invited countries survey (question C1) identified as one of the biggest challenges to ICD. Many communities are often unable to effectively establish, manage and grow their businesses or to market and promote themselves locally, regionally and globally. In addition to the lack of resource management and leadership skills, this can due to a lack of business management (especially finances) and marketing skills. Businesses owned by women, ethnic minorities and indigenous people, and other vulnerable groups are especially affected by this.

Aims:

To evaluate the human resource pool within communities in order to provide more effective avenues for tailored education, skills development and training opportunities for:

1. Residents to manage their local resources better and to lead/contribute in developing policies, and

2. Tourism entrepreneurs along the value chain on skills necessary for business expansion and identifying opportunities within the local, regional and global markets.

This can lead to empowerment and consequently better resources and business management and quality product/service delivery.

Proposed interventions:

1. **Undertake a needs assessment for efficient destination management:** Creation of an inventory of relevant needs in education, skills and infrastructure to enable development of targeted policies and programmes for the development of these. At the community level, undertake capacity assessments to evaluate the available human resource pool within the destination, its institutions and organizations to plan how to deliver the necessary improvements on skills required to support tourism development and management. The inventory would map the communities' needs especially with regards to developing a) entrepreneurial skills to work in tourism, b) specific skills of social entrepreneurship (e.g., skills for promoting social inclusion) and c) skills needed for already existent local entrepreneurs to grow and scale-up their businesses. Community members such as women, young people and minority groups should be incentivised to participate in these activities.

Specific capacity building programmes can address the need for better management of community-owned tourism resources, marketing and use of ICTs in tourism. This should, for example, include training programmes to provide new skills necessary to manage social media tools in a more professional manner for opening up the community to the national, regional and global markets without any significant advertisement costs. These programmes need to be designed with a coherent approach and well-coordinated actions matching industry needs and training institutions. Nurturing an entrepreneurial culture also starts by including entrepreneurship skills in school and university curricula.

2. **Understanding capacity:** For some communities, especially those at the initial stages of tourism development, an important early step is to establish a process that helps communities to assess their tourism potential by identifying areas that should be protected from tourism (natural and cultural aspects), and to consider strategies and actions that could be successfully pursued. This should involve external advice and mentoring from people experienced in the sector and in CBT development elsewhere, and – crucially – who understand the marketplace (what to sell and routes to the market).

3. **Building learning networks and learning hives**[63] to support the empowerment of others. Entrepreneurial individuals, who are in the position to inspire others can facilitate access to knowledge and valuable real-life experiences to other entrepreneurs by acting as mentors or coaches for other business owners within the community online and physically.[64] Access to specialized knowledge and expert mentoring along the different stages of business creation, as well as mentoring pairing programmes for firms at an early stage and firms wanting to scale-up can be very useful in helping to minimise entrepreneurial risks. Programmes of youth internships in small tourism companies can also boost future generations of entrepreneurs.

4. **Develop capacity of community leaders and champions:** This will, for example, involve identifying, enhancing and strengthening the stewardship, mobilization, communication, mentoring, accountability, project management, leadership and team working skills of influential community members who manifest a desire to play a visible role in improving the lives of community members and can provide leadership and champion the ICD through tourism process.

63 Kimbu, A. N. et al. (2019), 'Collaborative Networks for sustainable human capital management in women's tourism entrepreneurship: The role of tourism policy', *Tourism Planning & Development,* volume 16 (2), pp. 161–178, DOI: https://doi.org/10.1080/21568316.2018.1556329.

64 Gender, Entrepreneurship and Social Policy Institute – GESPI (online), available at: http://business-school.open.ac.uk/ (21-06-2020).

PROGRAMME 3: GENDER-RESPONSIVE LEGAL FRAMEWORK AND WOMEN'S LEADERSHIP

Description:

Increased gender equality in the tourism sector would bring significant economic benefits and lead to more inclusive development. There is a need to plan and implement gender-responsive actions to promote women's empowerment in the tourism sector in line with W20 priorities and UNWTO Action Plan on Women in Tourism.[65]

Aims:

To redefine the tourism sector's gender balance with a better distribution of women across all levels of the sector, particularly in leadership and management roles.

Proposed interventions:

1. **Implement gender mainstreaming** across the tourism sector through policy strategy, planning and management at national, regional and local levels to systematically assess the implications of any planned actions on women and men and bridge gender gaps.

2. **Reduce legal and policy barriers for women via appropriate regulatory frameworks** in areas such as mobility, entrepreneurship, employment conditions, pay gaps, domestic violence, forced or early marriage, parenthood, entrepreneurship, sexual harassment and financial inclusion.

3. **Incentivize female leadership** by addressing the lack of high-level women's representation in decision-making spaces and providing training programmes to boost women's entrepreneurship and skills for career progression and enable their full and active participation in the tourism sector as well as through targeted fiscal policy (incentives for investment and operations).

100% Misia Project – Turkey

Opened for Misi women as an avenue to be involved in social and economic life, the '100% Misi' project which was funded by the Future is in Tourism – Sustainable Tourism Fund in Turkey aimed to increase women's employment through reviving a traditional and cultural practice known as silkworm-breeding. This traditional practice had been a source of income for generations within the region but was waning. As a result of the project, two houses – Silk House and Cocoon House, silkworm breeding atelier and restaurant were established, directly supporting women's work whilst reviving a traditional source of income.

This demonstrates the potential of tourism to build the capacity of women and devise means of gainful employment which honors and perpetuates their own traditions and culture whilst promoting social interactions among them.

Source: UNDP (2014), 'Misi Village retrieved its first silk after 10 years with the 100% Misia Project' (online), available at: www.tr.undp.org/content/turkey/en/home/presscenter/articles/2014/08/20/misi-village-retrieved-its-first-silk-after-10-years-with-100-misia-project-.html (06-07-2020).

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65 World Tourism Organization (2020e), *UNWTO Commission for Africa, Sixty-third meeting (virtual). Empowering Women through Tourism – Implementation of the action plan from the UNWTO Global Report on Women,* UNWTO, Madrid.

The Responsible Tourism Mission – India

The Responsible Tourism (RT) Mission is the nodal agency formed by the Government of Kerala to spread and implement the principles and initiatives of responsible tourism all over the State based on the 'triple-bottom-line' approach which comprises economic, social and environmental responsibilities. Making tourism a tool for the development of villages and local communities, eradicating poverty and giving emphasis to women's empowerment are the main aims of the RT Mission. In fact, in the RT Mission, increasing women's empowerment is recognized as a standalone pillar on its own, rather than being included within the social pillar of the three sustainability dimensions. The mission aspires to provide an additional income and a better livelihood to farmers, traditional artisans, and marginalized groups along with creating a social and environmental equilibrium.

Recognizing women's empowerment as a separate issue rather than just another social issue, enables the programme to address the problems women face at the root and to develop targeted initiatives and actions to address these.

Sources: Provided by India in the case study.
Kerala Government (2020), 'Responsible Tourism Mission' (online), available at: www.keralatourism.org/responsible-tourism/ (20-07-2020).

AREAS FOR MONITORING AND MEASUREMENT OF THE **EMPOWER PILLAR** IN LINE WITH MST:

- Tourism supply and use accounts analysis
- Employment in tourism
- Average wage level, including the ratio by gender
- Demographics of tourism establishments;
- Education and skill training
- Community and local perception and engagement in tourism
- Tourism governance and decent work

Special attention should be paid to comparing empowerment in minorities and gender, such as the women to men employee ratio, business ownership, average wage, and senior management positions disaggregated by gender, all in line with the statistical framework for Measuring the Sustainability of Tourism (MST).

2.3.2 PILLAR 2: SAFEGUARD

Climate change, pollution, habitat destruction and over-exploitation of natural and cultural resources and heritage upon which the tourism sector depends are causing serious harm to the health, wellbeing and livelihoods of humans, among poorer regions but especially among vulnerable populations and groups. It is no wonder, therefore, that the fear of pressure on the environment and resources was highlighted in the G20 and 2020 invited countries survey (figure 2.3 and annex 1) as one of the top challenges faced by countries across the globe. This is undermining the prospects for a long-term resilient and robust contribution of tourism to the SDGs. One of the prerequisites for the sector to flourish and contribute to the community development in a sustainable manner is the availability of an assured supply of affordable and clean energy and water, together with improved resource efficiency.

PROGRAMME 1:
RESPONDING TO CLIMATE CHANGE

Description:

Climate change is a global phenomenon and an ongoing crisis not as immediate but potentially more devastating than COVID-19 which requires action at different levels. Tourism is both a contributor to climate change and highly vulnerable to changes in climate. As a contributor, tourism generates 5% of the total man-made CO_2 emissions with transportation (and aviation) and accommodation being the main contributor.[66] As an affected sector, threats for destinations and communities are diverse including direct (e.g., influence in destination choices and timing of travel through shifting peak seasons or infrastructure damage) and indirect impacts (e.g., more extreme weather events, water shortages, biodiversity loss and damage to cultural and natural heritage). Tourism will only continue to deliver prosperity and wellbeing if actions to address climate change and environmental threats are taken at global, regional, national and community levels.

Aims:

Climate change inclusion in future strategies of tourism green growth and development to reduce the vulnerability of communities to climate change impacts.

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66   One Planet Sustainable Tourism Programme (2020).

Proposed interventions:

1. **Mainstreaming climate change measures into tourism policies, planning and management strategies** at all levels while creating a strong institutional basis (technical and financial) to achieve the set goals of emission reduction. Collaboration at a multinational level needs to be replicated at regional, national and community levels. More systematic and partnered approaches involving industry, policymakers, and local communities are needed.

2. **Adoption of an integrated approach between climate change adaptation and disaster risk reduction** (both aims and tools) in regulatory frameworks. To achieve mutual advantages, a systematic dialogue must be encouraged between government agencies, and joint work materialized in strategic action plans between climate change and disaster reduction bodies (e.g., by providing risk mapping, scenario building and modeling services), experts (e.g., providing advice on how to reach carbon-neutral medium/long term targets) as well as coordinate the development of sectoral and local action plans of the government, policymakers and practitioners.

3. **Continue supporting the use of clean energy** (through fiscal policy incentives) such as solar power, wind energy and biofuels in tourism activities. Biofuels should however be produced using clean crops that do not need many inputs such as fertilizers and water.

4. **Foster sustainable entrepreneurial initiatives** by financing investments in major and soft infrastructure (both private or public, or both in combination for more holistic interventions) which encourage behavioural changes at a business level (e.g., water saving technologies, eco-labels and more sustainable accommodations, booking platforms nudging customers to select types of accommodations producing less CO_2 emissions) and at a customer level (sustainable mobility initiatives such as electric cars at the destination or public transport arrival). Destinations can also work on the adoption of measures such as the establishment of carbon neutral transport systems.

5. **Accurately measure and monitor tourism's emissions** especially the CO_2 footprint of different forms of transportation (aviation, cruise, etc.) to inform policymaking and management and to be able to monitor and report the progress on emissions reduction.

6. **Continue raising awareness of best practices on climate change** among industry and tourists' and communities.

7. **Communities should define their own approach to growth and product development, adopting optimization strategies** (e.g., encouraging visitors to stay longer, visit places closer to home, or aim to attract more high spending visitors rather than focussing on arrival numbers) and advocating for low-carbon legislations.

PROGRAMME 2:
EFFICIENT RESOURCES MANAGEMENT

Description:

Climate change is a global phenomenon which requires global action. Governments at different levels and communities have to take measures to alleviate climate-induced challenges as well as the management of scarce natural resources, such as water, by adopting more responsible measures towards waste generation.

Aims:

To implement actions that can help in the management of natural resources (reduction of water, energy consumption and tourism waste).

Proposed interventions:

1.   **Use of the MST framework for measuring and monitoring the outcomes and impacts** of GHG emissions and the consumption levels and future availability of other resources such as water, energy and solid waste from tourism. Through the linking of two UN statistical standards, the Tourism Satellite Account (TSA) and the System of Environmental-Economic Accounting (SEEA), the MST framework enables the measurement and monitoring of the interventions identified, including key areas such as the GHG emissions, the water flows including waste water and water resources, the flows of energy and the generation of solid waste in the tourism industries.

2.   **Multi-scalar water management plans:** There is an increasing demand of water resources associated to population growth and tourism at the same time as the resources of freshwater supply are decreasing. Tourism can add more pressure on capacity especially in areas of water scarcity, such as coastal zones and islands where communities are more vulnerable. The elaboration of water management plans and programmes of measures should involve all stakeholders. Sustainable water management at a regional/local level starts with the development of infrastructure and an overall revision of the national and regional storage operations. In relation to the tourism sector, it is important to reconsider its role as a sustainable agent in water use. The sector should lead efforts at measuring direct and indirect use of water by the tourism activity, and based on the results provide recommendations that can be incorporated in to the management plans and implemented by tourism businesses and local water agencies within the framework of water use plans. At a business management level, responses can focus on water use reduction by:

- Investing in water saving technologies which flow limiters on taps and especially on showers, where the higher water and energy resources are registered;

- Engaging with technology industry (national and international) to develop innovative solutions addressing water scarcity and sustainable water use in tourism destinations and industries. This can also be enhanced by governments creating awards and competitions to bring solutions into real life environments; and

- Developing educational programmes for staff to be more water efficient and using innovative formulas to nudge customers to change their behaviour especially during showers.

3. **Circular economy action plans:** To complement water management, additional options of making communities more resource efficient during the COVID-19 recovery and beyond could be through tourism businesses implementing zero waste principles and actions such as:

- Reducing or creating as little waste as possible by engaging in green procurement, selecting products with less or returnable packaging and avoidance of plastic (e.g. substitution of plastic straws with others based on recyclable materials);

- Reuse and recycling of materials at different levels of the value chain (e.g., reuse of coffee cups). Circular principles for single-use products provide credibility and increase the traceability and control of hygiene and sanitation by tourism companies which is especially important in light of the ongoing COVID-19 pandemic;[67]

- Food waste management programmes and technologies to be implemented by the entire community tourism infrastructure; and

- Incentivizing creativity and innovation among community residents to come up with new projects, and promotion of networking among local-international partners to create new innovative business models that efficiently manage resources and cater for the needs of the circular economy.

4. **Design and introduction of fiscal policies and economic instruments for natural resources safeguarding and managemen**t such as environmental taxes, fees and charges, subsidies, etc.:

- Policymakers need to put in practice or reformulate (e.g., increasing the rates of existing taxes) environmental policy tools with capacity of producing behavioural changes in agents who can cause environmental damage with their production or consumption patterns (businesses, non-residents, etc.);

- Taxes can correct negative externalities but also raise revenues that can be used for resource safeguarding and sustainability purposes (natural and cultural) upon which CBT depends.

The effects of such instruments on tax revenue, pollution emissions, economic efficiency, and income distribution should be evaluated. This should ideally be linked to the implementation of the statistical framework for Measuring the Sustainability of Tourism which recommends the compilation of data tables on this.

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67 Global Tourism Plastics Initiative (2020), *Recommendations for the tourism sector to continue taking action on plastic pollution during COVID-19 recovery* (online), available at: www.oneplanetnetwork.org (08-08-2020).

PROGRAMME 3: SAFEGUARDING NATURAL AND CULTURAL HERITAGE

Description:

Awareness and protection of the value of natural and cultural resources is key for communities to safeguard their heritage for future generations. Improving the management and protection of these often unique and distinctive resources can be a key driver of tourism as resources can be activated as a means of community by being converted into tourist attractions. However, communities and governments must be aware that tourism can be both a beneficiary and a contributor to the extinction of both species and ecosystems, as well as cultural heritage. Consequently, to optimize beneficial outcomes, the positive impacts need to be maximized and the negative minimized.

Aims:

To implement actions that contribute to the better management of natural and cultural heritage and biodiversity as integral to natural/cultural dimensions of heritage to guarantee its future sustainability.

Proposed interventions:

1. **Safeguarding natural and cultural heritage through tourism education and product development** not only among tourists but importantly among communities, underlining the importance of conservation as a source of alternative livelihoods. Most communities, due to a lack of awareness and guidance, have natural and cultural resources whose value is not recognized, and this limits their desire to protect these resources. Inventorying these resources and training local community members to work with conservation and heritage experts to socially construct meaning and transforming them into economically viable and sustainable tourism products with capacity to attract visitors will lead to economic growth. It will also be a means to safeguard these resources and avoid their over exploitation and subsequent disappearance.

2. **Maximizing the positive contribution of tourism in addressing global biodiversity decline** via efficient management plans and strategies. Even though tourism per se does not necessarily lead to the extinction of species, it does involve processes which, if not managed well, can negatively impact on biodiversity and ecosystems. Increasing the protection and management of biodiversity through the declaration of protected areas/species at different levels and territorial scales (national, regional, local) and the development/ implementation of their respective management plans, accompanied by funding and pricing mechanisms, must continue being prioritized by governments and communities. Where possible, these mechanisms should be integrated into networks of similarly managed areas. Fees from tourism within protected areas could be channeled towards biodiversity conservation and natural heritage protection.

AREAS FOR MONITORING AND MEASUREMENT OF THE **SAFEGUARD PILLAR** IN LINE WITH MST:

- Water use in tourism industries (including wastewater flows);
- Water resources, energy use in tourism industries;
- GHG emissions generated by tourism industries;
- Solid waste generated in tourism industries;
- Land use and cover (including marine areas);
- Ecosystem condition and services for tourism related areas; and
- Wildlife in protected areas/parks, green jobs, visitor movement and culture/heritage

PROGRAMME 4:
SMART MONITORING AND CRISIS PREPAREDNESS

Description:

Although national policies and regulations have been developed to help communities to balance the social, economic and environmental benefits and costs associated with tourism development, the (environmental) impacts are often not monitored at the local level due to lack of integrated trustworthy data across the various measurement domains, i.e., economic, social and environmental.

Aims:

Enable communities and other stakeholders to track and optimize their use of resources and tourist mobility by adopting a smart management system across all stages of destination development.

Proposed interventions:

1. **Develop integrated data driven monitoring master plans:** Benefitting from the development of AI technology, big data used in conjunction with relevant data collected from other measurement domains at relevant spatial scales (national, regional, local) can be used to support inclusive community development through tourism in multiple ways such as optimizing resource allocation and managing tourist flows. Data collection and use of data should be in line with the privacy policies of the respective countries.

- Smart monitors can enable electricity, water and gas consumptions to be monitored and vehicle pollution can be estimated using the traffic flow data. Dynamic pricing strategies can be developed to optimize energy consumption with the least cost to the environment.

- Mobile data can be used to develop traffic dispersion plans, capacity management plans, as well as to monitor and control and direct tourist flows.

- Plans developed based on big data should be in line with the MST framework.

2. **Develop geographic information system (GIS)-driven master plans:** If a community does not have enough resources to develop its own master plan, GIS technology can be used to do the planning in line with the MST framework and:

- Establish baseline tracking systems for managing tourism growth that combine data and location to yield insights at the street level on a continuous basis using measurable benchmarks;

- Use the baseline data to estimate the resource consumption and air pollution emission which can be used as a basis for a dynamic pricing strategy; and

- Use the GIS information to track tourist mobility in order to optimize, control and direct tourist flows.

3. **Develop crisis management and disaster risk management plans and strategies** that aim to minimize the impact of crises and disasters by stepping up the preparedness of all stakeholders, including the setting up of coordination and flexible protocols for crises. Disaster Risk Management is especially important in areas prone to natural disasters such as floods and earthquakes, or with high health risks. More specifically this involves:

- Assessment of the readiness of a destination to different types of crises and disasters (study assessing the crisis readiness of a destination);

- Development of emergency plans which envisage various scenarios of different types of crises and estimate the severity of each scenario;

- Recovery strategies should be developed to correspond to the different scenarios accordingly; and

- Undertaking regular review and simulation of the developed emergency plan and updating of self-assessment toolkits.

2.3.3 PILLAR 3: PROSPER

Prosperity is understood not as a strictly economic phenomenon but also related to cultural, social and environmental wellbeing or quality of life. Tourism prosperity is related to how well a destination/community or tourism sector prospers/succeeds within a country while contributing to the above. Prosperity can also be linked to poverty reduction through tourism activity if responsibly developed.

PROGRAMME 1:
STRENGTHENING THE ROLE OF INNOVATION, DIGITALIZATION AND ENTREPRENEURSHIP IN NATIONAL TOURISM STRATEGIES

Description:

Innovation, digitalization and entrepreneurship in tourism are sources of growth, competitiveness and productivity. Moreover, local entrepreneurship leads to social and economic empowerment, satisfying employment opportunities and gender equality especially when the focus is on the development of social innovations and disadvantaged or underrepresented groups such as women. This is especially the case of social enterprises which are gaining increased traction in the tourism sector. They are not only profit oriented but play an equally important role in addressing social, economic and environmental challenges within communities.[68] Both innovative mainstream entrepreneurs and social entrepreneurs need encouraging policies with conducive environments for them to flourish.

Aims:

Create the right environment for local innovative entrepreneurial (mainstream and social) ideas to be generated and for already existing businesses to grow and scale up, favouring their transitions from micro to small, medium and large enterprises, and from semi/informal to formal businesses.

Proposed interventions:

1. **Introduction of dedicated strategy and programmes to foster entrepreneurial innovation and digitalization** in national tourism policies targeting community tourism development (both entrepreneurial emergence and entrepreneurial second chances for failed entrepreneurs). This would require a high political commitment towards fostering tourism innovation and digitalization involving cross-transversal connection between the policy arenas of business and tourism through investments and interventions to develop capabilities and capacities enabling communities. For example, to easily adopt new innovations and technologies in the communities' operations, expanding Internet coverage and Wi-Fi capabilities while reducing connection costs, and increasing accessibility.

2. **Introduction of fiscal policies with a range of new financing instruments** including loan guarantees, targeted (micro)credit programmes and finance vehicles for entrepreneurs, impact investments, matched-funding, crowdfunding and peer-to-peer lending schemes and service exchange. Some tourism businesses do not require large start-up financing but access to financing the businesses is especially important for individuals from vulnerable and socially disadvantaged groups, youth and women-owned MSMEs.[69] Incentives in the form of tax rebates and waivers for start-up entrepreneurs or entrepreneurs wanting to scale-up their businesses especially those from vulnerable backgrounds (women, indigenous

68 Kimbu, A. N. and Ngoasong, M. Z. (2016).
    Organisation for Economic Co-operation and Development and European Commission (2013), *Policy Brief on Social Entrepreneurship: Entrepreneurial Activities in Europe,* Publications Office of the European Union, Luxembourg (online), available at: https://www.oecd.org/cfe/leed/Social%20 entrepreneurship%20policy%20brief%20EN_FINAL.pdf (31-08-2020).
69 Ngoasong M. Z. and Kimbu, A. N. (2016), 'Informal microfinance institutions and development-led tourism entrepreneurship', *Tourism Management,* volume 52, pp. 430–439, DOI: https://doi.org/10.1016/j.tourman.2015.07.012.

communities), should be considered. Also, special schemes for new businesses or entities created by the transformation of pre-existing private or government organizations with hybrid goals of financial sustainability and embedded social purposes benefitting the communities, for example, loan guarantee schemes, fiscal relief or reduced VAT, to reward the social utility of these social enterprises. The fiscal incentives can be extended to the investors willing to support these types of companies.

3. **Strong private sector investment in tourism infrastructure and an enabling venture capital environment** are key for the dynamization of the entrepreneurial environment. Attracting more private investors from within the countries and from abroad can be achieved by introducing some of the schemes mentioned above, supported by regulatory policies and investment promotion activities supported by governments that when combined create a business-friendly environment. These private investors can emerge within the framework of community investment programmes in which existing companies make voluntary contributions to address tourism priorities, and in turn generate business value for the company in the form of broad community support, reputational benefits, risk reduction, productivity gains, and/or competitive advantage.

4. **G20 member governments through their Official Development Assistance agencies should increase their efforts in terms of financing mechanisms** that identify and support promising tourism projects which promote the empowerment of members of vulnerable groups, as well as projects that contribute to community development and prosperity (e.g., social entrepreneurship with job creation or labour reintegration aims for vulnerable individuals).

5. **Lowering barriers for local start-ups and growth-oriented businesses** by simplifying administrative procedures and regulations at all levels from national to local for both new start-ups, social entities built by transformation of existing services, existing businesses wanting to scale-up, and for failed tourism entrepreneurs to restart again. Introducing regulations for women to be able to achieve an adequate work life balance would be beneficial. This would increase the impacts of the multiplier effects of local businesses within the community. Specific legal and regulatory frameworks would be beneficial for social enterprises which need to have their dual social and economic activities recognized and their specific barriers contemplated. In order to foster this type of enterprises, it would also be beneficial to lower barriers to any changes in organizational forms which aim to be transformed into social enterprises (e.g., into worker-owned co-operatives), spin-offs from other organizations or social franchising.

6. **Government support for the creation of entrepreneurial communities through investments in supporting infrastructure** which foster hubs of professional networks. This should include the development of the hard (innovation parks, incubators, etc.) and soft (financial institutions, governmental systems, law enforcement, ICTs and education institutions, etc) infrastructure to support the establishment of these communities and enable access to the pool of common facilities and resources such as financial support, space, legal and business advice, mentoring, access to market (e.g., by making public procurement policies more open to the social enterprise sector), etc. Governments should provide economic/location incentives to investors willing to support the development of these entrepreneurial hubs, both general or thematic on social entrepreneurship.

PROGRAMME 2:
PLACING INCLUSION AND INEQUALITY
REDUCTION AT THE HEART OF THE TOURISM
AGENDA – INCLUSIVE TOURISM MASTER PLANS

Description:

Tourism can positively contribute to combating poverty and reducing inequalities if its benefits are maximized and the positive impacts are enhanced. Tourism can improve the lives of vulnerable/disadvantaged groups by providing access to training, a source of formal employment opportunities and a market for products produced by these groups, opening opportunities for self-employment and entrepreneurial initiatives which can complement more traditional and perhaps seasonal activities.

Aims:

Design a package of multi-level, pro-active and strategic interventions (in collaboration with all stakeholders) to minimize barriers preventing the participation of vulnerable/disadvantaged groups in the tourism economy by introducing inclusion as an important pillar in the tourism agenda.

Proposed interventions:

1. **Human and financial capital development to foster inclusion:** This involves designing educational programmes to provide skills and training enabling them to understand the tourism business and expectations but also capacity building to be self-employed and to scale up their businesses especially for women. Facilitating access to financial capital or micro-credits through special purpose vehicles which can be critical to expand or formalise their informal activities.

2. **Facilitating access to and use of soft techno-logy** (through investments in supporting infra-structure, promotion of market access and value chain development) especially information and communication technologies, Internet and other digital innovations. This could involve public-private-community partnerships to fund/support the construction of hotspots, strengthening Internet security, developing digital platforms, making use of AI, machine learning and big data thereby improving productivity. Local governments could also intervene to provide public amenities as well as guarantee the health, safety and security of community residents and tourists.

3. **Strengthening linkages via the promotion of market access and value chain development** between the formal sector and local suppliers enabling tourism enterprises to be both employer and a market for the products of the poor and vulnerable.

4. **Enhancing local control of tourism development through regulatory frameworks:** While recognizing the challenges posed by the power held for example by external investors and transnational corporations, there also exist opportunities to try and work with these parties on community investment programmes[70] to leverage more benefits for the community. For example, local authorities can collaborate in facilitating leasing agreements over land, wildlife, or other tourism assets to support community interests and businesses. At the same time, local people need to feel that they have the opportunity over time to stand up against outside influence that does not address and meet community needs and/or outcomes.

5. **Creating proactive PPCPs** for effective product development and destination management between residents, operators, NGOs and local authorities to bring the concerns (e.g., legislation, protection against outside investors, etc.) of the poor into the decision-making organs, and to co-design commercially viable products.

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70   International Finance Corporation (2010), Strategic community investment, World Bank Group.

PROGRAMME 3: DEVELOPING, MAINTAINING AND UPDATING TOURISM INFRASTRUCTURE

Description:

Infrastructure is key for the development, growth and international competitiveness of tourism destinations. Together with hard infrastructure such as airports and roads (which can improve accessibility and communication), parking spaces or sanitary infrastructure, there are other public utilities and soft infrastructural support which are key for tourist satisfaction. These include telephone services, Internet/broadband connectivity, potable water provision, safety and security (e.g., disaster/weather alerts or public security), banking facilities or health services among others.

Aims:

Regular evaluation of the quality of hard but especially of the soft infrastructure and tourists' satisfaction with their essential components followed by the necessary planning and improvements.

Proposed interventions:

1. **Mapping the essential components of soft infrastructure** to determine needed investments in supporting infrastructure. This will involve making an inventory of these components to identify gaps in their provision and their quality by measuring the degree of satisfaction/dissatisfaction of tourists with them.

2. **Developing a plan and strategy for major infrastructure development/improvement** based on the gaps identified in the previous quality/satisfaction evaluation exercise. This would involve the planning of new infrastructure and the renewal/updating of the existing infrastructure, as well as the necessary investments and respective measures to attract this especially if the infrastructure developments depend on private sector investment.

PROGRAMME 4: CO-CREATION OF SUSTAINABLE AND ECONOMICALLY VIABLE TOURISM PRODUCTS

Description:

Top-down policies and interventions with a focus on providing essential tourism infrastructure have often neglected the importance of creating culturally meaningful and economically viable tourism products capable of having a real impact on economic growth, social inclusion and tourism value chain enhancement while reducing inequalities. Most extant tourism products are subject to seasonality (high/low) or temporal variations in demand which is a real challenge to increasing productivity and raising incomes. Large disparities in visitor numbers and revenue might require creating experiential activities outside the peak tourist season to maintain adequate levels of turnover and employment.

Aims:

Co-create community-based tourism products that are preferably owned and managed by the community with a sustained demand all year round or to complement the low demand tourism seasons of the communities, while enhancing the management of value chains to stimulate and drive creativity among local tourism operators and interested community members.

Proposed interventions:

1. **Adopt a dialogical participatory approach to co-design and develop tourism experiences and products** attractive all year round and for low demand seasons. It is often the case that communities lack the expertise to increase the value of their resources or identify unnoticed opportunities around them to create year-round experiential activities or off-season tourism offers. There is therefore a need to bring expert knowledge into the communities who can introduce the participatory tools needed to implement the co-design process. Every process of product co-design starts by initiating a dialogue to identify opportunities and the potential/actual/induced demand. There are

multiple models and mechanisms that can be employed to foster dialogue with local knowledge which is crucial to enhance the competitiveness of the product in the market (e.g., Indigenous Tourism Product Development Model,[71] design thinking, value mapping, etc.). These discussions can be theme-based around natural/cultural heritage (including traditional activities) which need to be meaningfully interpreted (in context of their history, with right messages) and transformed into tangible experiences (e.g., thematic itineraries that might also involve multiple communities) based on potential and/or actual/induced demand. In the process of product creation, capacity building needs need to be identified and addressed by the product managers.

2. **Enhance management of the value chain and marketing strategy.** Since the product is designed using local knowledge and owned by community entrepreneurs, residents have stronger motivations to expand the demand of the product. Social network activities can be organized by communities to enhance the collaboration along the value chain of the product within and beyond the community. Providing marketing related training and capacity building workshops to community entrepreneurs is key to enabling them to:

- Recognize unique tourism selling points;

- Co-design exciting and year-round tourism offers by collaborating along the value chain within and/or beyond the community;

- Sell these products using the right marketing strategies and methods, and

- Attract investments.

These strategies and methods if successfully adopted and applied leads to business growth and community development.

3. **Stimulate and/or create network of producers and cooperatives** into working together to designing and developing tourism products. Working together would improve the peoples' skills and capacity as well as stimulate the development of labels, and creation of tourism routes and other products which further strengthens the inclusion mission of CBT. Communities will however require transversal support from different stakeholders (government, investors, private sector and DMOs) to identify and develop these products as discussed above.

Adventure and Nature Based Tourism Opportunities (ANBTO) – Australia

The Adventure and Nature Based Tourism Opportunities (ANBTO) programme initiated by the Queensland state government demonstrates how municipalities can financially support and thus enable the co-creation of sustainable and economically viable tourism products.

The programme was introduced to stimulate visitor arrivals and tourism expenditure in regional areas across Queensland. A key component of the programme is the Ecotourism Trails Project which aims to develop ecologically sustainable opportunities that are low on negative tourism impacts whilst delivering benefits across all three dimensions of sustainability to traditional owners, regional communities and the wider Queensland economy.

Source: OECD (2020), Tourism trends and policies 2020.

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71 Espeso-Molinero, P., Carlisle, S. and Pastor-Alfonso, M. J. (2016), 'Knowledge dialogue through indigenous tourism product design: A collaborative research process with the Lacandon of Chiapas, Mexico', *Journal of Sustainable Tourism,* volume 24 (8–9), pp. 1331–1349, DOI: https://doi.org/10.1080/09669582.2016.1193188.

AREAS FOR MONITORING AND MEASUREMENT OF THE **PROSPER PILLAR** IN LINE WITH MST:

- Tourism supply and use accounts analysis (derivation of GDP, GVA, etc)
- Tourism expenditure
- Employment and decent work in tourism
- Investment and infrastructure
- Health outcomes
- Education and skills training
- Community cohesion
- Crime at community level

Special attention should be paid to measuring prosperity in relation to gender such as the women to men employee ratio, business ownership and average wage, and senior management positions disaggregated by gender.

National Rural Development Programme 2009 – 2015 – China

This programme and its subsequent implementation enabled China to expand rural tourism so that it existed not just in certain regions but on a national level. The plan ensured that rural tourism development was included in the country's National Development Plan, thus allowing not just for standardized management of rural tourism in all parts of China, but for the designation of favorable policy environments and legislation which supported and further enabled tourism's use as a tool for rural economic and human development.

Specifying a range of rural tourism preferential policies in relation to finance, banking, land use, taxation, environment, technology and consumption, the programme demonstrates how rural tourism development has been strategically positioned to achieve governmental objectives. Development is often affected by unequal geographic dispersal of economic activities, but this policy demonstrates how tourism can provide opportunities in localities that are marginalized and under-developed thereby also addressing current governmental concerns surrounding rural migration.

Sources: UNWTO (2017), 20 reasons sustainable tourism counts for development.
Wang, L. et al. (2013), 'Rural tourism development in China: Principles, models and the future', *Journal of Mountain Science,* volume 10 (1), DOI: 10.1007/s11629-013-2501-3.
UNWTO (2017): International rural tourism development, an Asia pacific perspective.

Collaboration engenders trust and social capital among stakeholders

2.3.4   PILLAR 4: COLLABORATE

Collaboration through public-private-community partnerships (PPCPs) is essential for inclusive community development through tourism, enabling active stakeholder participation in policy formulation, implementation and monitoring. Collaboration engenders trust and social capital among stakeholders enabling them to work towards common goals leading to social and economic empowerment. It also permits enterprising community members to access and act on resources thereby developing resilience in themselves and their tourism firms, and effectively responding to changing opportunities and challenges within the community.

PROGRAMME 1:
TRANSVERSAL COLLABORATION BETWEEN GOVERNMENT DEPARTMENTS

Description:

Most tourism policies are often created in silos at the top rendering them ineffective.[72] There is urgent need for new approaches that will enable government departments linked to tourism to work collaboratively, systematically and effectively with other national public agencies (for example, in key domains such as innovation, entrepreneurship, employment, cultural heritage and creative industries, public health, environmental management, accessibility and infrastructure), for formulating inclusive tourism and community development policies with horizontal designs and implementation mechanisms that can easily be bought into by the local communities and private sector. In other words, better policy integration of tourism with all other domains is required.

Aims:

To adopt a more systemic approach to identify components of the government system within community tourism development that need improvement and that should therefore be revised/enhanced.

Proposed interventions:

1.   **Creation of a national task force,** comprising representatives from relevant stakeholder groups, to promote collaborative approaches among all public stakeholders in designing and implementing inclusive tourism development and management strategies and plans, and thereby enhancing complementary and synergistic efforts of the different institutions towards a common goal.

2.   **Identify 'policy priorities' that recognize tourism's role in the achievement of the SDGs:** There is a need to establish stronger connections between key policy arenas identified as priorities for tourism or transversal topics such as social entrepreneurship, inclusive tourism or poverty reduction through tourism, and gender equality and women empowerment.

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72   Kimbu, A. N. and Ngoasong, M. Z. (2013).

3. Cross-agency collaboration agreements for efficient destination management: Adopt a one-stop shop approach to deliver integrated services such as information, initiatives and opportunities for tourism stakeholders (e.g., financing programmes, mentoring schemes, and other initiatives and tools available) so these can approach a single organization ergo bypassing red tape and experiencing a more connected government. These cross-agency agreements are especially crucial for the collection and sharing of complete and trustworthy statistical data of indicators developed in the MST framework, and to design more evidence-based policies (for example, in domains such as employment statistics where is a manifested lack of comprehensive and harmonised data shared between tourism administrations, departments of labour and finances). Collaboration between tourism departments and national gender institutes would also be beneficial to effectively integrate international norms and standards into national realities.

4. Securing long-term stakeholder buy-in from government, private sector and communities through regulatory frameworks: It is crucial to guarantee long term commitment from all stakeholders to support ICD through tourism in national, regional and local policy documents, as well from the communities. This will ensure that it continues being a priority, regardless of changes within governments. Appointed tourism officials independent of their political affiliation, will ergo be obliged to work closely with mayors and local community stakeholders to engage more effectively with the needs and proposals as laid down in the policy documents.

PROGRAMME 2:
VERTICAL COLLABORATION TO INTEGRATE REGIONAL/LOCAL TOURISM STAKEHOLDERS

Description:

Governments should adopt a holistic and systemic approach in the design, implementation, evaluation and coordination of tourism policies and strategies ensuring they engage with multiple stakeholders (civil society, private sector and residents among others) to meet desired outcomes.

Aims:

To create coherent, harmonised and well-coordinated policy initiatives and interventions towards achieving a common goal – community development through tourism.

Proposed interventions:

1. **Promotion of market access and value chain development** through the identification of key stakeholders (including residents) and co-opting them in the design, planning, execution and evaluation of tourism activities by creating spaces for dialogue and adoption of more participatory methodologies. It is especially relevant to identify the right mix of policy instruments needed by the stakeholders, establish common goals and a strong sense of ownership of the policy among the stakeholders.

2. **Monitoring outcomes and impacts through the co-creation of coordinated and complementary measures to foster more innovative and sustainable environments:** This would involve the co-creation of sustainability-oriented innovations (SOI) with capacity to transform organizations and the tourism system as a whole which are often lacking in communities.

3. **Creation of destination management organizations (DMOs)** in communities where none exist, and where they exist, strengthening their capabilities and capacity to effectively coordinate the development, management and marketing of community-based tourism activities. It should be professionally led with the active participation of all stakeholders especially community members.

4. **Creation of public-private-community partnerships (PPCP) for enhanced destination management:** PPCPs enable the integration of regional and local tourism stakeholders (businesses and communities) into the tourism value creation system. This can be beneficial in bringing together a bigger pool of resources to design and undertake tourism infrastructure projects and foster innovation in the design of (large and medium scale) projects that meet government, industry and local populations needs. (e.g., architectural heritage, medical care, power supply, water infrastructure, and others). Governments can also foster public-private-community partnerships between civil society, government and financial institutions towards the creation of social enterprises.

AREAS FOR MONITORING AND MEASUREMENT OF THE **COLLABORATE PILLAR** IN LINE WITH MST:

- Demographics of tourism establishments
- Investment and infrastructure
- Ecosystem conditions and services for tourism related areas
- Green jobs
- Education and skill training
- Community accessibility
- Tourism governance

2.4
DIMENSION 4: HOW TO MEASURE ? MONITORING IMPACT

This section focusses on how to measure the quantifiable impact of the Framework in the context of existing international standards and methodologies and processes, should G20 countries choose to implement it or part of it. There are numerous social inclusion measurements developed by scholars across the world to for example measure inequality[73] and social exclusion.[74]

Yet, it is critical to aim at working with tools of measurement and indicators that can lead to international comparability. With the support of the UN Statistics Division, UNWTO launched 'Measuring the Sustainability of Tourism' (MST) to set an international statistical framework for measuring tourism's impact in the three pillars of sustainable development: economic, environmental and social dimensions.

The MST is recognized by the UN Statistical Commission as the framework to measure the contribution of tourism to the SDG Agenda. The framework is currently being advanced through pilot studies in eleven countries, including five G20 countries: Austria, Canada, Fiji, Germany, Italy, Mexico, the Netherlands, Philippines, Saudi Arabia, Sweden and Thailand.[75]

The MST is essential to better understand the role of tourism in sustainable development and monitor progress towards the SDGs. UNWTO is the custodian agency of the indicators related to tourism for SDGs 8 (Decent work and economic growth), SDG 12 (Responsible consumption and production) and SDG 14 (Life below water), and coordinates their development with countries and through the formal process of the Inter-agency and Expert Group on SDG Indicators.

MST also includes a subnational component which should be considered as the framework to measure the sustainability of the tourism sector in communities. Developing a framework for measurement and deriving indicators is an area of work in itself, which requires international consensus and fortunately this is quite advanced within the MST framework.

A common area of interest in tourism development is whether a host community is heavily impacted (i.e. in terms of quality of life) due to the extent and variation of tourism activity. A simple measure of pressure (e.g., number of tourists relative to population) may provide an initial indication of potential host community perspectives but a much richer understanding is required and often a challenge. Thus, a more encompassing assessment should include community perceptions of tourism (as well as more qualitative assessment tools) and indicators of various social aspects such as the distribution of benefits arising in terms of incomes and employment, access to housing, access to leisure activities, quality of infrastructure (e.g., roads and rail),

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73   Sen, A. (1992), Inequality Reexamined, Clarendon Press, Oxford.

74   Burchardt, T.; Le Grand, J. and Piachaud, D. (2002), 'Degrees of Exclusion: Developing a Dynamic, Multi-dimensional Measure', in:
       Hills, J. R.; Le Grand, J. and Piachaud, D. (eds.), *Understanding Social Exclusion,* Oxford University Press, Oxford.

75   The MST work is led by the Working Group (WG) of Experts from national statistical offices, national tourism administrations, international and regional organizations, academia and the private sector. The WG was established by the UNWTO's Committee on Statistics in collaboration with the UN Statistics Division and works in coordination with the Committee of Experts on Environmental-Economic Accounting (UNCEEA). Pilot implementation of the MST Framework has been carried out in Austria, Canada, Cabo Verde, Fiji, Germany, Italy, Mexico, the Netherlands, Philippines, Saudi Arabia, Thailand and Sweden. For further information on the Working Group of Experts, please consult: World Tourism Organization (n.d./b), 'Working Group of Experts on MST (online), available at: https://www.unwto.org/standards/working-group-of-experts-on-mst (14-09-2020).

attitudes of visitors towards residents, availability of basic services (including water, energy, health, etc.), crime and safety, and the degree of respect shown for and recognition of cultural and indigenous heritage. First and foremost, the host community's perspective should encompass assessments of the community's capacity (in terms of both awareness and involvement) to participate in decision-making.

The above issues are addressed by the statistical framework for MST. The MST measurement scale, has expanded the field of tourism statistics beyond the measurement of physical volumes (e.g., arrivals) and economic aspects (e.g. tourism GDP, tourism industries) to include additional social (e.g., decent work and human capital, perceptions and experience, accessibility) and environmental aspects (e.g., energy and water use as well as emissions from the tourism industries) related to the sustainability of tourism.

The standard-based approach of the MST framework supports the production of more reliable, robust, comparable and credible data at national and sub-national (e.g. community) level to underpin a better understanding of the status of tourism sustainability and to monitor the environmental, economic and social footprint of tourism activities. The statistical framework for MST is thus a valuable guiding tool for countries to produce credible, comparable and integrated data to better guide decisions and policy with respect to sustainable tourism management – including the Sustainable Development Goals. Measurement of these issues is not automatic and requires groundwork on statistical development at the national and subnational levels, and consensus at the international level.

The key measurement areas of the MST framework corresponding to the Framework pillars are as follows:

EMPOWER	Improving and increasing empowerment in tourism implies actively involving more stakeholders, particularly the most vulnerable people in the core aspects of the tourism sector and its operations. Thus, measurement and monitoring the levels of empowerment and its impacts should focus on the economic and social dimensions of the MST framework including: ▪ Tourism supply and use accounts analysis; ▪ Employment in tourism; ▪ Demographics of tourism establishments; ▪ Average wage level, including the ratio by gender ▪ Education; ▪ Community and local perception; ▪ Tourism governance; and ▪ Decent work. Special attention should be paid to comparing empowerment in gender such as the women to men employee ratio, business ownership and average wage, and senior management positions disaggregated by gender.
SAFEGUARD	Safeguard focusses on interventions to save and optimize the use of the resources and develop smart destinations. The measurement fields in the MST framework include: ▪ Water and energy use in the tourism industries (including wastewater flows); ▪ GHG emissions generated by the tourism industries; ▪ Solid waste generated by the tourism industries; ▪ Land use and cover (including marine areas); ▪ Ecosystem condition and services for tourism related areas; ▪ Wildlife in protected areas/parks; ▪ Green jobs; and ▪ Visitor movement and culture/heritage.

Community surveys – New Zealand

One way to demonstrate commitment to understanding a community's perspective is through qualitative survey data collection. For example, New Zealand conducts a regular survey of community members in order to understand their perceptions of international tourism. The survey "Mood of the nation" generates time-series data and allows for the assessment of tourism development and its direct impact on localities. The survey reveals any negative impacts or issues, enabling further growth to occur from actions established to reduce those impacts.

The survey is specific and identifies residents' perceptions and feelings about the appropriate number of visitor arrivals, as well as other impact areas, this information is multi-purpose and can be used to inform investment decisions.

Source: OECD (2018), Effective policy approaches for quality investment in tourism.

PROSPER	Prosperity is here understood not as a strictly economic phenomenon but also related to cultural, social and environmental wellbeing or quality of life of communities and their residents.
	Fields to be considered when measuring and monitoring the pillar of prosperity in MST framework include:
	- Tourism supply and use accounts analysis (derivation of GDP, GVA, etc); - Tourism expenditure; - Employment and decent work in tourism; - Investment and infrastructure; - Health; - Education; - Accessibility; - Community cohesion; and - Crime.
COLLABORATE	A governance model based on Public/Private/Community Partnerships should be the pillar of tourism initiatives that contribute to inclusive development.
	Measurement fields in the MST framework include:
	- Demographics of tourism establishments; - Investment and infrastructure; - Ecosystem condition and services for tourism related areas; - Green jobs; - Education and training; - Community cohesion; and - Tourism governance.

In addition, a programme on measurement was identified for proper monitoring of the framework implementation, which can be summarized as follows:

General interventions	Stakeholders	Suggested actions
Involve all relevant stakeholders in identification of key data needs and statistical production and use	▪ National Statistical Offices ▪ Ministries of tourism and other relevant line ministries (environment, social matters, etc.) ▪ DMOs ▪ Private sectors	▪ Establish a multi stakeholder committee on measurement. ▪ Train relevant staff in the use of data for policy making ▪ Ensure participation of private sector in the production of data. ▪ Carry out a broad-brush assessment of available data and data that would be required to meet policy needs in key issue areas identified.
Invest in statistical infrastructure	▪ National Statistical Offices ▪ Ministries of tourism and other relevant line ministries (environment, social matters, etc.) ▪ Central Banks and migration authorities or police departments, as relevant ▪ Cross government entities linked to tourism ▪ DMOs ▪ Private sector ▪ Cross government entities linked to other relevant fields (e.g., environment, culture, health).	▪ Secure the available and potential sources that could be used for measurement of the identified areas, develop the infrastructures and collaboration agreements necessary to guarantee production of any new data required. ▪ Promote the implementation of international standards such as MST, Tourism Satellite Accounts (TSA) and the System of Environmental-Economic Accounting (SEEA). ▪ Ensure the proper disaggregation and granularity of data. ▪ Ensure the implementation of a structural statistical programme that is properly funded and has adequate human resources allocated to it.
Participate in the MST process	▪ National Statistical Offices ▪ Ministries of tourism and other relevant line ministries (environment, social matters, etc.) ▪ Universities ▪ DMOs	▪ Implement relevant parts of the MST framework through pilot studies. ▪ Contribute to the revision process of the MST framework. ▪ Participate in the derivation of specific indicators from the MST for measuring the identified areas.

Sustainable Destination Standard – Norway

Consisting of 45 criteria and 108 indicators to be measured, registered and monitored, Innovation Norway's Sustainable Destination Standard is a certification tool to support the sustainable development of businesses and destinations. The standard covers nature, culture, environment, social values, community involvement and economic viability.

So far, 16 destinations have obtained the sustainable certification by meeting the certification criteria, and performance counts and renewals are conducted every three years to ensure continuous development.

The implementation of CBT frameworks or policies are rendered useless the if impact of their implementation is not measured and monitored. It is also important to ensure that community members are included and actively participate throughout the process. This framework exemplifies the importance of how utilization of proper tools can allow for marketing potential of destination communities to be maximized. This results in brands being able to develop and offer sustainable experiences enabling tourists to visit and play a role in preserving local communities and cultural heritage.

Source: OECD (2020), *Tourism trends and policies 2020.*

03.
LOOKING AHEAD

The full impact and consequences of COVID-19 on tourism are still uncertain. Yet, it is clear that in the short term there will first be a rebound in domestic and regional tourism; a slow, and gradual recovery in international tourism and a major focus on safety and security. Consumers' emotional and economic ability to travel, changes in and emergence of new business models, adjustments in supply (e.g., decline in air and hotel capacity) and costs, shift in priority markets and segments, the acceleration of digital transformation, and the ability to manage risk and crisis in a concerted and flexible manner among others will define the recovery of the sector. As the sector navigates these changes, the following key issues will be critical to ensure the sector recovers in a more inclusive, responsible and sustainable manner.

3.1
ALIGNING TOURISM WITH THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

All tourism stakeholders have a role to play in enabling tourism's contribution to achieve the 17 Sustainable Development Goals (SDGs) and its 169 targets. Even though policymakers widely acknowledge tourism's contribution to the SDGs, they need to more actively engage in national SDG processes, strengthen SDG engagement and commitment from the private sector and investors by devising supportive policy frameworks and providing smart subsidies and incentives that will lead to increased competitiveness, inclusiveness and sustainability. Policymakers should also consider policies that best protect jobs, improve and retain skills, ensure business continuity, and keep workers and customers safe while adapting to new ways of working and travelling.[76]

Governments should increase efforts to further understand – in theory and practice – how gender equality is affected by the interconnections between tourism and the 2030 Agenda.[77] Equality and inclusion especially in relation to gender and minorities must be embedded across all tourism policy. Like many policies in general, gender equality strategies in the tourism sector are highly vulnerable to changes in government. As such, it is important to work on institutionalizing a gender perspective in tourism through gender mainstreaming, rather than focussing on policy development.[78] Gender mainstreaming in tourism should be pursued in terms of the capacity for tourism stakeholders to be analyzed in accordance with the gender dimensions of various frameworks related to tourism – specifically: political, legal, economic, indigenous and social frameworks.[79] At the same time, without strong mutually beneficial partnerships among minority groups/communities, governments, the private sector and the civil society, indigenous people and minorities will not be able to reap direct benefits from tourism without losing their identity and values.[80] Only in this way can tourism authorities generate high-level, useful information, knowledge and strategies that integrate minorities and women within inclusive gender and minorities -sensitive tourism models respectively.

Private companies are key players in the tourism sector and can lead tourism towards the achievement of the SDGs through the internalization of the Goals. Some tourism companies already recognize that aligning business goals with the SDGs can bring about greater efficiencies, cost savings and competitiveness while enhancing their social license to operate. Presently, most private sector actions are related to SDGs 1, 4, 8, 12 and 13, on 'No poverty', 'Quality education', 'Decent work and economic growth', 'Responsible consumption and production' and 'Climate action', respectively. By contrast, very few private sector activities address issues related to SDGs 10 and 11 on 'Reduced inequalities' and 'Sustainable cities and communities', respectively. Business should ensure, however, that profits are retained locally and re-invested in the local value chain.[81]

76   World Tourism Organization and United Nations Development Programme (2017), *Tourism and the Sustainable Development Goals – Journey to 2030,* UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284419401.

77   Moreno Alarcón, D. and Cole, S. (2019), 'No sustainability for tourism without gender equality', *Journal of Sustainable Tourism,* volume 27 (7), DOI: https://doi.org/10.1080/09669582.2019.1588283.

78   World Tourism Organization (2019a), *Global Report on Women in Tourism – Second Edition,* UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284420384.

79   Moreno Alarcón, D. (2020), 'Turismo y Género: un cuaderno Inacabado', in: Murray, I. and Cañada, E. (eds.), *Turistificación Global: perspectivas críticas en turismo,* pp. 163–179.

80   World Tourism Organization (2019b), *Recommendations on Sustainable Development of Indigenous Tourism,* UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284421299.

81   World Tourism Organization and United Nations Development Programme (2017).

3.2
BUILDING RESILIENCE: CRISIS PREPAREDNESS, MANAGEMENT AND RECOVERY

Although tourism is vulnerable to crises, it has also proven to be resilient, a factor which the G20 and 2020 invited countries survey (annex 1) clearly highlighted as being very important for sustaining tourism and maximizing its contribution to ICD. Even though tourism often recovers relatively faster from crises than other sectors, there is still fragmented evidence on how the sector especially tourism MSMEs operating at the community level will cope with a global crisis on the scale of the COVID-19 pandemic. Furthermore, the emergence of the COVID-19 pandemic and its devastating impact on tourism has once more brought to the fore the importance of crisis preparedness, management and recovery in the sector at global, national and community levels. This crisis however provides an opportunity to integrate the lessons learnt into effective crisis preparedness and management. This crisis has revealed the importance of establishing:

▪ Safety and security prevention and control measures in tourism settings (e.g., airports, airplanes, hotels, etc.);

▪ Real-time systems for monitoring data and stakeholders' inputs;

▪ The importance of public private cooperation;

▪ Preparedness plans, and recovery strategies based on scenario planning; and

▪ Transversal communication, collaboration and coordination across multi-level governmental institutions, and between the public and private sectors and civil society locally, nationally and internationally.

This section provides general recommendations on how to effectively manage crisis at three different stages, namely planning and preparedness, response/management and recovery.[82] It emphasizes the importance of adopting a community-based approach in strengthening the collaboration among stakeholders especially when responding to crises. A community-based approach allows better support of all stakeholders, especially MSMEs which tend to be least well prepared for crises and lack resources to respond and recover. This approach also ensures that collaboration and good communication between community, public and private sector stakeholders are transversal across all three stages as this is essential to respond to a crisis in a coordinated and effective manner to guarantee rapid recovery.

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82 Global Rescue and World Travel & Tourism Council (2019), *Crisis Readiness: Are you prepared and resilient to safeguard your people and destinations?* (online), available at: https://wttc.org/ file:///C:/Users/ak0018/Downloads/Crisis_Preparedness_Management_Recovery_Crisis_Readiness_Nov_2019.pdf (09-06-2020).

3.2.1 PLANNING AND PREPAREDNESS

This is a critical stage when actions can be taken to prevent and plan for future threats (e.g., growth management planning or mitigating effects plans) including actions such as:

1. Crisis prevention and risk reduction by building resilient infrastructure: Embedding resilience into the planning process for critical tourism infrastructure is critical in helping communities to withstand, respond to and recover from the potentially devastating impact of natural disasters and crisis, and generate significant reductions in disaster costs.[83] However, many governments and private sectors are not currently required to consider resilience when making investment decisions or regulations, nor are there best practice principles to encourage its consideration especially in smaller communities with infrastructure that is often more vulnerable to potential hazards. In this regard, it is crucial to develop national strategies, regulations and guidelines to build resilient tourism infrastructure in communities, especially those in sensitive areas at risk of natural disasters and extreme weather events, such as beaches, volcanoes or in earthquake prone regions, so there is less risk of impacts on these communities.

2. Advanced disaster management: A degree of uniqueness is present in each new disaster implying that improvisation and flexibility cannot be avoided especially when related to tourism MSMEs who often lack the capacity to develop advanced crisis management mechanisms. Still all destination communities need emergency preparedness/planning to respond to different types of hazards and this starts by being able to individually self-assess their level of preparedness (for example through the use of self-assessment toolkits). This invariably requires horizontal and vertical coordination and coalition between tourism related ministries and departments, and consultation with key stakeholders including tourism industry and value chain. Emergency plans can be put in place at different scales from national disaster plans to regional or local. These must incorporate all the learning from the past. In this respect the use of big data collected from previous events can be very useful to extract patterns and understand behaviours in order to improve resilience, prevent damage, and save lives. The use of innovation and new technologies in disaster risk management can be very helpful to deliver more accurate early warning messages. In this respect, some countries are building specific intelligence departments to work with these technologies.

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83 Australian Business Roundtable for Disaster Resilience & Safer Communities (2016), *Building resilient infrastructure, Deloitte Access Economics* (online), available at: http://australianbusinessroundtable.com.au (26-07-2020).

3.2.2 RESPONSE/MANAGEMENT

Response/management actions are planned to restore the normality as quickly as possible during and immediately after the crisis. These actions include:

- Rapid activation of emergency plans with dedicated resources to the execution;

- Quick, accurate, transparent and continuous communication with the aim of protecting communities, workers and visitors. As the COVID-19 pandemic has made evident, promotional campaigns might need to change their messages, and the marketing plans of firms and destinations be adjusted accordingly;

- Depending on the type of crisis, the duration and magnitude of the economic effects, implement policy measures necessary to support key economic sectors, vulnerable groups and individuals, and tourism businesses to prevent them from collapse. For example, fiscal and cash flow support have been crucial for the tourism sector during the COVID-19 crisis offering financial relief to struggling businesses: and

- Developing tailored risk management plans specific for key strategic travel infrastructure – for example airports as hotspots for fast disease transmission in the case of epidemics such as the COVID-19.

Actions can be taken to prevent and plan tourism for future threats

3.2.3 RECOVERY

Recovery is a long-term process which can take from a few months to years to bring the community to a sense of normality. Recovery actions for destination communities affected by a crisis will include:

- Recovery marketing and communication actions: Communication, especially through social media, is important to restore the damage done to a destination's image and reputation and to disseminate a sense of security and readiness.

- Encouragement to micro-, small and medium-sized enterprises to undertake activities to develop their resilience for example through targeted financial and technical support and tax incentives;

- Investigation of post-disaster consumer behaviour with respect to crisis and disasters since tourists' risk perception and travel decision-making might have changed;

- Re-building infrastructure strategically and smartly while redefining/reinventing tourism products which are more resilient and incorporating the lessons learnt; and

- Strengthening and/or building stakeholder collaborations vertically and horizontally based on effective communication, trust and lessons learned from previous successful collaborations. Relationship marketing with the tourism sector and the travel trade to offer discounts or for knowledge sharing and collaboration are also crucial.[84] In the COVID-19 context, for example, firms across many G20 member countries have established plans for short-term survival and are co-operating with governments to identify the key priorities to facilitate recovery in the medium to long term while information is centralized in a map of country-by-country COVID-19 economic measures.[85]

The overarching goal during the post COVID-19 era should be geared towards making the tourism sector more inclusive and resilient at all levels. Stakeholders will have to be flexible, ready for experimentation and open to change, which will be achieved through the institution of polycentric and multilevel governance systems. This will help in strengthening the capacity of tourism MSMEs to be prepared and to respond flexibly to crisis as this is crucial for their survival and growth.

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84 Mair, J.; Ritchie, B. and Walters, G. (2016), 'Towards a research agenda for post-disaster and post-crisis recovery strategies for tourist destinations: a narrative review', *Current Issues in Tourism,* volume 19 (1), pp. 1–26, DOI: https://doi.org/10.1080/13683500.2014.932758.

85 Organisation for Economic Co-operation and Development (2020c), *Tackling coronavirus (COVID 19): Contributing to a global effort* (online), available at: www.oecd.org/ (24-05-2020).

3.3
SUSTAINABILITY GOVERNANCE

The increasing awareness of the need to manage natural, cultural and human resources sustainably means that multiple projects and initiatives have been developed in recent years to support tourism transition towards more sustainable production and consumption patterns. This transition takes time, and governance mechanisms are slowly adjusting and continuously evolving. A 2019 review of the sustainability content in 101 national tourism policies by UNWTO and UN Environment[86] shows a gap between the importance given to sustainable tourism by most tourist administrations and the capacity of their governance models to take on board responsibilities for sustainable development. Although all reviewed tourism policies mentioned sustainable tourism, only 55% went beyond making a cursory reference to it, very few quoted actual data about the sustainability of current resources, and only 2% referred to specific policy instruments that related to more than two items of SDG 12 'Responsible production and consumption' impact areas (biodiversity and land use, greenhouse emissions, energy, waste and water). It is important to note that 16 out of the 19 countries of G20 (excluding the EU), have provided UNWTO with data on indicator 12.b.1 (Argentina, Australia, Brazil, Canada, France, Germany, India, Indonesia, Italy, Japan, Mexico, Saudi Arabia, South Africa, Turkey, United Kingdom and United States of America).[87]

The exchange of information across levels of government, the private sector and internationally has been crucial for decision-making and managing the COVID-19 pandemic. Stronger and more inclusive destination management and partnerships are one of the results of this strengthened cooperation and can lead the way for sustainability to play a pivotal role in the recovery of tourism. However, credible, regular and timely data is needed to better support decision-making in order to ensure a responsible recovery and sustainability in tourism. Tourism strategies therefore need to reflect proper investments in statistical infrastructure at all levels to enable credible data collection and analysis. In this regard, it is important that countries adopt and implement international measurement standards, particularly the UNWTO statistical framework for Measuring the Sustainability of Tourism supported by the United Nations Statistical Commission.

It is also essential to allow recovery funds to fully support efforts geared towards restarting the tourism sector. Successfully transitioning to a more sustainable, inclusive and resilient tourism model – going beyond simplistic economic metrics, but including other social and wellbeing indicators will largely depend on public-private-community collaboration and partnerships which shall ensure the effective implementation of recovery plans.[88] These observations will enable the development of recommendations that promote more inclusive forms of community development through tourism in G20 countries.

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86 World Tourism Organization and United Nations Environment Programme (2019), Baseline Report on the Integration of Sustainable Consumption and Production Patterns into Tourism Policies, UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284420605.

87 Regarding energy, air emissions and water, 9 of the 16 countries reported compiling this table at least once since 2008 (not the same countries for each table though). For the solid waste table, only 3 countries reported compiling it (United Kingdom, Mexico and Australia).

88 One Planet Sustainable Tourism Programme (2020).

04.
RECOMMEN-
DATIONS
FOR ACTION

4.1
GENERAL RECOMMENDATIONS

This section is a call for action and engagement by all stakeholders in the tourism sector as a key condition to advance inclusive community development through tourism. It starts by presenting some general recommendations followed by specific recommendations for the different stakeholder groups involved in inclusive community development through tourism. These are organized according to the selected pillars to which they can be applied.

1. Enhance international cooperation through tourism, particularly in support of the recovery from COVID-19 through programmes that support inclusive community development through tourism and build sector resilience. It is imperative for governments across the globe to step up collaboration to restart tourism and accelerate recovery, particularly in issues of travel recommendations/restrictions and consumers rights. The implementation of timely, collaborative, and consistent data-driven policies to tackle COVID-19 would have avoided the loss of billions of US dollars and jobs in the sector with vulnerable and socially disadvantaged communities and groups most affected. To speed up the recovery, countries should start working together to provide platforms that are regionally-based and emphasizing the different products on offer in order to create a stronger regional tourism ecosystem.

2. Position inclusive community development at the core of tourism policies to contribute to inclusion through socioeconomic development, and poverty alleviation, as well as rural development, while promoting community, national, and regional integration.

3. Adopt a holistic and integrated approach to inclusive community development through a whole-of-government approach and effective cooperation and coordination at all levels – community, national, regional and global.

4. Enhance tourism governance through Public-Private-Community Partnerships (PPCPs), enabling the collective development of tourism products and services as well as the management of community resources for mutual benefit through jointly assuming risks and responsibilities while sharing resources and competences and attracting new investments. Adopting a PPCP approach will maximize the benefits provided by tourism to a wider community and contribute to recovery and the creation of resilient communities post COVID-19. These communities would be inclusive, sustainable and recover much faster from crises than could be achieved by stakeholders acting alone or through standard statutory or consultative processes.

5. Facilitate and improve tourism value chain development and management to empower local communities, in particular vulnerable and marginalized groups, promote authentic experiences and preserve natural and cultural resources.

6. Support the development of smart destinations with essential technical support to optimize the resource allocation and consumption and direct tourist flows in the master planning process to mitigate the negative impacts of tourism flows on natural and cultural resources and social fabrics.

7.   **Align inclusive community development through tourism with the 2030 Agenda for Sustainable Development** by actively engaging in national Sustainable Development Goals (SDGs) processes, strengthening SDG engagement and commitment from all stakeholders through collaboration at community, local and national levels. Stakeholders should include communities, civil society organizations, local/municipal authorities, private sector, financiers, and investors to devise supportive policy frameworks and provide smart subsidies and incentives that are conducive to increasing competitiveness, promote inclusiveness and sustainability at all levels. Policymakers should also consider policies with tangible goals and impact, e.g., that best protect jobs, improve and retain skills, reduce (rural–urban) migration and keep workers and customers safe while adapting to new ways of working and travelling to and within communities.

8.   **Adopt and develop evidence-based tourism policy and management,** while emphasizing the need for a comparable international statistical framework for Measuring the Sustainability of Tourism in its three pillars – economic, social, and environmental – in line with the UN-supported the Measuring Sustainable Tourism framework, emphasizing the need for gender-disaggregated data to promote gender equality.

9.   **Promote human capital development through targeted policies and programmes for education and capacity building for communities with a special focus on women, youth, and other marginalized groups in the tourism development process, in**cluding self-governance within communities that enables efficient decision-making and leadership concerning tourism.

10. **Assist communities in accessing funds to help set up their priority support facilities,** including healthcare, sanitation, communication, accessibility and education, as well as develop necessary tourism infrastructure and services.

11. **Strengthen the role of tourism in inclusive community development through official development assistance agencies, as well as international and regional financing institutions.** Efforts should be made to increase support for financing mechanisms that identify and advance tourism development towards inclusive community development.

12. **Promote decent work** through reducing social and economic barriers and increasing social protection within extant (inter)national legal frameworks.

13. **Mainstream gender in community development** by integrating a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a focus on empowering women. Gender inequality is a global challenge which this Framework addresses. However, the ability of authorities to effectively design responses which reach the most affected women is hampered by a lack gender conscious policies and interventions.

14. **Engage with all stakeholders,** including the public sector at national, regional and local levels, private sector, civil society, and communities throughout this process.

15. **Engage in consultative processes with communities on the planning, design and management of tourism projects, products and services,** which includes a dialogue between the community residents and other stakeholders (governments, destinations, tourism companies and others), as well as among community members whose consent to and support any tourism development is crucial.

16. **Promote and encourage entrepreneurial innovation and digital transformation,** particularly for micro-, small, and medium-sized enterprises (MSMEs).

17. **Support equitable enterprises and sustainable business practices,** which ensure enhanced economic benefit and contribute to protecting cultural and natural resources, intellectual property, fostering community development and improving livelihoods.

18. **Promote resilience through product diversification, social and environmental protection schemes and crisis management mechanisms** that enable destinations to be more prepared to effectively manage crises and minimize their impacts.

4.2
RECOMMENDATIONS FOR GOVERNMENTS

Governments at national and local levels are the key stakeholder to promote, implement and monitor this Framework, thereby ensuring that it meets its intended goal of inclusive community development through tourism as defined by the majority of G20 and 2020 invited countries contributing to this report. In this regard the following recommendations should be considered:

EMPOWER

- Engage in a thorough, transparent and permanent consultation process on the planning, design and management of tourism projects, products and services placing the community at the centre of tourism development. This should include a dialogue between the community and all other stakeholders (governments at national and local level, tourism companies and others), as well as among community members whose consent to any tourism development is absolutely necessary.

- Empower local communities through organizational structures and governance models, including self-governance, that enable efficient decision-making with regards to tourism and ensure fair representation of all groups impacted by tourism development in DMOs and other local governance structures responsible for tourism.

- Develop specific policies and programmes for capacity building aimed at women, youth, and other groups who are often marginalised in the tourism development process.

- Incentivize and enable female and minority leadership within tourism employment and entrepreneurship through the development of the leadership capacities of women and minorities. Ensure their participation in decision-making processes and business development by removing legal barriers to their empowerment and elaborating gender and minority-driven strategies aimed at tackling the gender pay gap and support the diversification of tourism products and services.

- Promote decent work through reducing barriers and increasing social protection within extant (inter)national legal frameworks.

- Promote the inclusion of local communities in the tourism value chain ensuring that tourism benefits translate into community-based wealth creation, decent jobs and social inclusion particularly for women, youth and less favoured groups.

- Promote skills development to ensure due community representation and participation in DMOs and the maximization of technological advancements and innovation in their CBT businesses.

- Engage in the development and implementation of the MST framework to support the measurement and monitoring of the development of CBT in destinations, through the participation in the Working Group of Experts on MST, the implementation of pilots, and the compilation of relevant tables and indicators on the social impact of tourism.

SAFEGUARD

- Engage in the development and implementation of the MST framework through the participation in the Working Group of Experts on MST, the implementation of pilots, and the compilation of relevant tables and indicators. The implementation of this framework allows to measure the GHG emissions as well as the water flows including wastewater and water resources, the flows of energy and the generation of solid waste in the tourism industries to ensure that outcomes of tourism development are positive, and that adverse impacts on natural resources, cultural heritage and the way of life of the communities are timely identified and prevented or eliminated

- Develop Sustainable Tourism Observatories and engage with the UNWTO International Network to ensure the local monitoring of the economic, social and environmental impact of tourism.[89]

- Adopt and implement UNWTO 'Recommendations for the tourism sector to continue taking action on plastic pollution during COVID-19 recovery'.[90]

- Develop smart destinations with essential technical support to optimize the allocation and consumption of resources and direct the movement of tourist flows in the master planning process.

- If necessary technical capability and support is not available for the development of a smart destination, apply geographic information systems (GIS) in the master planning and management of the tourism destination to estimate and optimize resource consumption and direct the movement of tourist flows.

- Develop tested and mature crisis management mechanism that enables the destination to be better prepared for managing crises and minimize their impacts when they occur.

PROSPER

- Promote and encourage entrepreneurial innovation and digital transformation, particularly for businesses owned by women and youth, as well as persons from vulnerable groups such as ethnic minorities and indigenous people.

- Assess the market capacity and expand the demand for destinations at the early stage of development to ensure destinations are better prepared to deal with the impacts of tourism and do not exceed their carrying capacity.

- Monitor and measure the gender-disaggregated tourism data in a systematic manner under the MST framework to ensure that women are fully integrated and benefit from tourism development.

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89 Please consult: UNWTO International Network of Sustainable Tourism Observatories: http://insto.unwto.org/.

90 Global Tourism Plastics Initiative (2020), *Recommendations for the tourism sector to continue taking action on plastic pollution during COVID-19 recovery* (online), available at: www.oneplanetnetwork.org (08-08-2020).

- Monitor and measure regularly the impact of tourism on residents' wellbeing under the MST framework.

- Support equitable and diverse enterprises and sustainable business practices which not only ensure an enhanced economic benefit, but also contribute to protecting cultural and natural resources, intellectual property, intellectual property, fostering community development and improving individual livelihoods.

- Facilitate new tourism business initiatives by improving conditions that support the starting-up and up-scaling of inclusive tourism businesses that support community development.

COLLABORATE

- Promote transversal collaboration between government departments to facilitate CBT and implement the MST framework.

- Foster vertical collaboration to integrate all key regional/local tourism stakeholders (community leaders/champions, private sector businesses, NGOs and local governments) at all stages of the tourism development and management process to ensure buy-in and support for CBT development.

- Promote where possible the development of destination management/marketing organizations (DMOs) that provide adequate governance for the planning and management of destinations ensuring community inclusion.
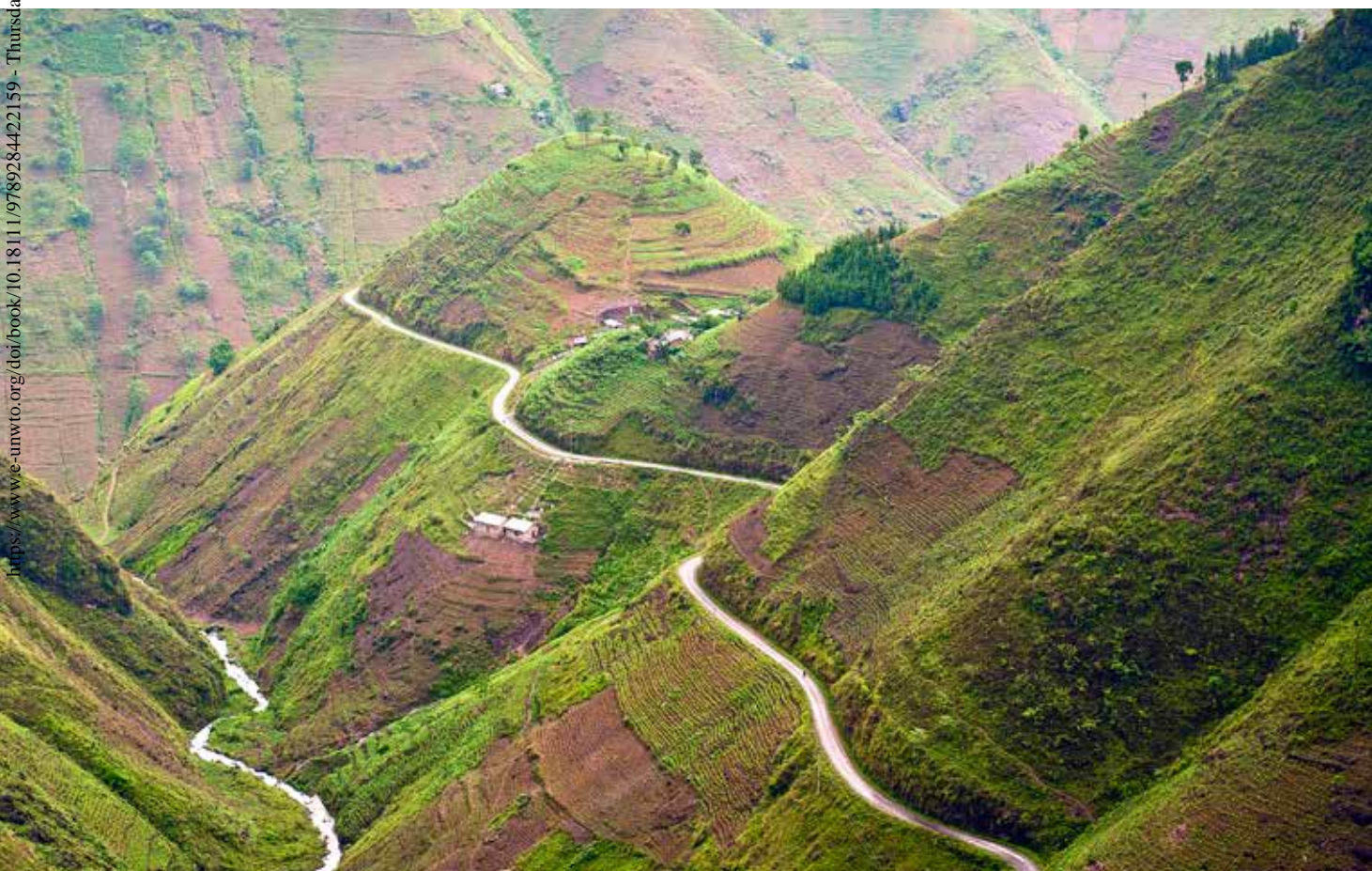
4.3
RECOMMENDATIONS FOR THE PRIVATE SECTOR

Given their role in developing community-based tourism products and commercializing them through their network of retail distributors, stakeholders in the private sector represent a key component in the value chain of tourism. Thus, the following recommendations should be considered for implementation by the private sector stakeholders (tourism and associated businesses):

EMPOWER

- Design community-based tourism products and services within the context of demand in a participatory manner drawing on the skills and expertise of the community members including women, youth, ethnic minorities and indigenous people, and other vulnerable groups.

- Offer mentoring, coaching and training to community members in collaboration with governments, if they wish to start new businesses, to up-scale them or to improve their supply chains.

- Engage in initiatives that assist women, youth and minorities in prospering through tourism as examples of successes can stimulate these groups to acquire more independence, better education and concrete business skills for their personal endeavours.

- Engage communities in developing equitable business collaboration models. Listen to different voices within the communities as different individuals may bring different ideas.

SAFEGUARD

- Invest in green infrastructure and operations in line with SDG 12 'Responsible consumption and production'.

- Monitor and measure the GHG emissions and the consumption levels of other resources such as energy and water within to minimise their environmental impacts.

- Work with communities, destinations and governments to ensure prior assessment of carrying capacity enabling the determination of appropriate visitation volume.

- Adopt policies and programmes which ensure that operations are socially and economically responsible and do not lead to any form of exploitation of community members, notably of children, youth, women and ethnic minorities and indigenous people.

- Promote responsible and sustainable travel behaviour among clients and employees

PROSPER

- Provide growth opportunities (career progression and business up-scaling) to community members especially youth, women and vulnerable groups through entrepreneurship education, coaching and mentorship.

- Understand gender relations and roles within communities and contribute to ensuring an equal distribution of the tourism-generated revenue between men, women and minorities.

- Assist communities in protecting their natural and cultural environment which is crucial for their well-being and the survival of businesses by equipping them with the necessary tools needed for this purpose.

- Take an active role in accelerating innovation and the digitalization of the local tourism ecosystems.

- Work with the public sector and communities in establishing market intelligence systems to better understand visitors needs and behaviours so that experiences can be adjusted to market demand.

COLLABORATE

- Work with local authorities, community organizations and leaders to establish transparent and accountable mechanisms for the distribution of revenue and profits generated through tourism.

- Tourism businesses should work with DMOs or other related organizations towards building a 'coopetitive' environment through targeted educational and capacity building exchange programmes. This could be through connecting already existing actors with advanced capabilities/skills (e.g. IT skills) to MSME start-ups and/or businesses wanting to but struggling to scale-up, thereby ensuring knowledge exchange and enhancing their capabilities which ultimately fosters inclusion and growth.

- Assist communities to access funds in setting up their priority support facilities, including healthcare, sanitation and education infrastructure.

4.4
RECOMMENDATIONS
FOR LOCAL COMMUNITIES

Communities should be at the at the centre of the interventions developed by this Framework. To maximize its impact the following recommendations should be considered by communities and their implementation should be led/overseen by co-opted respected community leaders and champions.

EMPOWER

- Engage in mentoring and training initiatives to start new or up-scale businesses, deliver new products and services or improve their supply chain.

- Be actively involved in the design of the community-based products and services.

- Capitalize on and make use of any incentives provided to women, youth, minorities and/or other socially disadvantaged groups by the government or industry to support their involvement in inclusive tourism activities.

PROSPER

- Assist youth, women and vulnerable groups within the community to acquire more independence and confidence to participate in the formal tourism economy through better education, adjusting cultural norms and other community support initiatives which enables them to access to credit, and other forms of capital.

- Promote decent work and encourage women and minorities to become involved in entrepreneurship including in leadership positions.

SAFEGUARD

- Ensure an efficient and effective use and management of the community's natural and cultural resources to ensure the sustainability of these resources and the tourism sector in the community.

- Be actively involved in the destination development planning process to protect the natural and cultural environment which is crucial for the communities.

COLLABORATE

- Work with local authorities, the private sector and leaders to improve community empowerment, through innovation and entrepreneurship, especially among vulnerable groups, in the tourism sector.

- Collaborate with the community to source funds which prioritize support to women and other vulnerable groups for entrepreneurship.

- Develop and/or strengthen local associations promoting inclusive community development through tourism to serve as platforms for driving the ICT for tourism agenda.

4.5
RECOMMENDATIONS FOR INTERNATIONAL ORGANIZATIONS AND DEVELOPMENT ASSISTANCE PARTNERS

International organizations and funding agencies play an important role in providing finance but also non-financial support for tourism development initiatives. They can also promote and coordinate the implementation of the Framework in the G20 countries and beyond at all levels. Recommendations for international organizations and development assistance partners include:

EMPOWER

- Prioritize and position tourism as a key tool for community development by increasing the Official Development Assistance (ODA) allocation dedicated to tourism development in line with other sectors such as agriculture.

- Work with communities in developing and promoting community-based tourism products and services in a participatory manner with the empowerment of the vulnerable groups such as women and youth in destinations.

- Lobby national governments to reduce barriers and increase protections within international and national legal frameworks for tourism sector workers in general and for workers from vulnerable groups in particular.

- Encourage the improvement of the value chain management to empower more residents, particularly, the most vulnerable groups into the sector in destinations.

SAFEGUARD

- Encourage the measurement of sustainable and inclusive tourism, using tools such as the Measuring the Sustainability of Tourism (MST) framework, at the country, regional and community level in destinations ensuring better oversight in the management and use of human, natural and cultural resources.

- Work with local governments and other industry stakeholders in developing frameworks for smart destination planning with different versions to fit various development stages of destinations.

- Utilise expertise and experience to contribute to the development of crisis planning and management frameworks in destinations enabling better readiness in times of crisis.

SASANE's Sisterhood of Survivors programme – Nepal

The SASANE's Sisterhood of Survivors (SOS) programme was created for women in the rural parts of Kathmandu and Pokhara in Nepal who have been victims of human trafficking and sexual abuse. The programme, teaches survivors tourism and hospitality skills; this is achieved through training on conversational English, culinary, accounting, and food and beverage management. The programme is certified through the Nepal Tourism and Training Centre and thus provides direct and hopeful job prospects to vulnerable women and youth. Central to the programme is the mo:mo making classes, wherein people from the communities present Nepalese traditional cuisine to tourists.

The initiative supports rural villages in improving infrastructures, as well as providing alternative sources of income for local people, especially women, enabling them to create sustainable businesses and develop skills which allow long-term job prospects. This, in turn, reduces their risk of being re-trafficked or abused. In total 3,404 tourists visited the SASANE programme in 2017/2018, 43 women have been trained to work in the hospitality industry and 10 women certified as tour and trekking guides.

Women on the programme are referred to as "sisters" and a community within a community is generated. This is important as we are often tempted to view tourism for just its economic power, and tend to forget that it also has healing powers against the crimes which are often enabled from its own existence as an industry.

Source: SASANE (2020), Sisterhood of Survivors Program (online), available at: https://sasane.org.np/programs/sisterhood-of-survivors-sos-program/ (05-07-2020).

PROSPER

- Promote, fund and support entrepreneurial innovation in communities through financial, human capital development and technical support with a focus on businesses owned by women, youth, ethnic minorities and indigenous people and other vulnerable groups.

- Guide destinations at all stages of development, as well as during crisis and post-crisis situations to continuously assess the market capacity and expand/manage the demand by acting as intermediaries utilising expertise and knowhow.

- Develop frameworks to continuously measure and monitor the wellbeing of residents and the sector's productivity with the MST framework.

COLLABORATE

- Coordinate transversal collaboration between destinations to facilitate CBT and implement tools to measure sustainable and inclusive tourism, such as the Measuring the Sustainability of Tourism (MST) framework.

- Encourage vertical collaboration to integrate regional/local tourism stakeholders to expand the capacity of the market, grow demand and ensure efficient resource management.

05.
CASE STUDIES

This section presents a set of cases with a common template covering the areas addressed in the Framework. Excerpts from these cases and from others have also been included as vignettes throughout the report. The case studies were identified from the G20 and 2020 invited countries survey, as well as desk research on public and private sector initiatives.

Table 5.1: Summary of case studies

Country	Empower (People)	Safeguard (Planet)	Prosper (Prosperity)	Collaborate (Partnerships)
Argentina: Strategic Plan for the Development of Ibera		●		
Brazil: The Pousada Uakari Initiative: Improving socioeconomic conditions	●	●	●	●
Canada: The Canadian Experiences Fund	●		●	●
Chile: Women-led tourism businesses competition	●		●	
France: Paris-Charles de Gaulle, 'La France accueille le monde'	●			
Hungary: Naturama Smart Tours. Rural development in tourism		●		●
Indonesia: Conservation and prosperity. The Sustainable Tourism Development (STDev) Programme	●		●	
Italy: Tourism and cultural heritage: 'My Touch', Myanmar	●		●	
Kenya: G Adventures Ripple score tool and Café Ubuntu. Stories from Kenya	●		●	
Japan: Supporting gender equality: Initiative towards women's empowerment through tourism.	●			●
Jordan: When biodiversity conservation and community development go hand in hand. The Dana Project	●	●	●	
Mexico: Preserving heritage and realizing potential. Lessons from the Pueblos Mágicos	●			●
Republic of Korea: The Tour Dure			●	●
Rwanda: The tourism revenue sharing programme. Distribution of equity	●	●	●	
Saudi Arabia: New developments in AlUla		●		●
Switzerland: The Swiss Parks Partnership Programme. Synergy through partnerships		●		●
Tanzania: Women farming for their future	●		●	●
Turkey: Building destination capacity. Capacity development for sustainable community-based tourism			●	●
Viet Nam: Environmental and Responsible Tourism Capacity Development Programme (ESRT)	●			●

#1
ARGENTINA:
STRATEGIC PLAN
FOR THE DEVELOPMENT OF IBERA

Source: G20 and 2020 invited countries survey.

KEY TAKEAWAY POINTS:

- Preservation and promotion of natural and cultural heritage
- Stakeholder collaboration and inclusion is key for tourism development
- Product development and marketing along the tourism value chain
- Importance of investment in infrastructure and human resources.

BACKGROUND AND INITIATIVE DESCRIPTION:

The Ibera Wetlands, located in the Province of Corrientes, are the second largest wetlands in the Neotropical Region and are unique in Argentina. It is an ecosystem formed by a complex combination of environments. They include lakes that are connected to one another through channels which allow a variety of fauna and flora biodiversity with more than 4,000 species throughout 1,300,000 ha.

The creation of two large protected areas, the Natural Reserve and the Provincial Park (550,000 ha), marked the beginning and the validation of measures targeted at the successful reintroduction and protection of species such as the anteater, the collared peccary, the green-winged macaw, the tapir, the pampas deer and the iconic jaguar.

At the beginning of 2016, the Provincial Government took the initiative to promote a Master Plan for the development of Ibera.

OBJECTIVES:

The Strategic Plan aims to promote a model of local and sustainable development of the Ibera Park with its area of influence based on ecotourism. Specifically, it aims to:

- Promoting social and economic development in the area of influence of Ibera Park, and
- Preserving natural resources at Ibera Park based on the concept of "Production of Nature".

CRITERIA FOR COMMUNITY SELECTION AND EVALUATION:

The natural and cultural wealth of this protected area represents a great opportunity to boost local economies, improving the quality of life of its inhabitants, enhancing local culture, preserving and recovering the way of being and living of its people (their houses, crafts, rituals, clothing, cuisine, language, ideas and symbols). There are also good opportunities for potential private sector investment.

IMPLEMENTATION:

Implementation	Mechanisms	Resources	Beneficiaries
Lead agency/ organization: Corrientes Provincial Government **Public sector partners:** Ministries of Tourism, Interior, Infrastructure, Environment, national, provincial and municipal governments **Private sector partners:** EBY (Yacyretá Binational Entity) and IDB (Inter-American Development Bank), Conservation land Trust	**Socioeconomic development:** Health, education, culture and identity preservation, residents' housing and economic wellbeing. **Institutional development:** Legal and regulatory frameworks, institutional strengthening, regional integration, linkages with academic and science. **Territorial development:** **Training/capacity building** in environmental care, land use, and entrepreneurship **Infrastructure development:** Road and energy infrastructure, water supply, wastewater system, solid waste management, and tourism and cultural infrastructure **Tourism development:** Incentives for private sector investment and engagement in ecotourism (ecotourism municipalities) or through the tourism value chain (ring of receiver municipalities); product development, marketing and promotion; health and safety.	**Financial:** **ca. USD 190,460,000** from the Ministry of Tourism to finance tourism infrastructure during the past three consecutive years Strategic alliances in the tourism sector, stimulating the sourcing of national and foreign capitals	Municipalities and local communities surrounding the Ibera Park Regional government and municipal and local government MSMEs in the tourism value chain Universities and research institutions

OUTCOMES:

To this date the management account balance is positive, and there is a significant progress in the implementation of the initial Plan is estimated to be 80% complete.

A new planning instance with a more ambitious goal: the Strategic Plan for the Development of Ibera has been initiated and is currently ongoing.

LESSONS LEARNT:

1. Strategic planning is key to successfully implementing tourism programmes

2. Buy-in from communities and other stakeholders in the planning and implementation phases will ensure success of the programme

3. It is important to consider all three dimensions of sustainability when developing tourism

4. Due consideration should be given to communities which are not directly linked to tourism development but are in close proximity and should also be part of the value chain thus ensuring the benefits trickle down to them.

#2
BRAZIL:
THE POUSADA UAKARI INITIATIVE

Source: G20 and 2020 invited countries survey.

KEY TAKEAWAY POINTS:

- Strategies for reducing over-dependency
- Economic diversification

BACKGROUND AND INITIATIVE DESCRIPTION:

The Mamirauá Sustainable Development Reserve is a state protected area and contains the biggest protected flooded forest in the world. The reserve plays a substantial role in the protection of crucial freshwater ecosystem.[91] The first community-based tourism project in the Amazon began in 1998. The Uakari Lodge addresses local socioeconomic conditions through environmental tourism activities. The initiative was created by the Mamirauá Institute for Sustainable Development and local communities. A few years latter, the initiative helped to form the labour Association of Tour Guides and Assistants of Ecotourism of Mamirauá (AAGEMAM). Since then, both are responsible for the management of the lodge. The Uakari Lodge, Mamiraua Institute and the communities from the Mamirauá sector of the reserve form the participatory management group. Decisions are made through a consultation process involving all stakeholders while ensuring accountability, transparency and inclusion. Services delivered by the local community employed at Uakari Lodge are carried out on a rotational basis in order to reduce local dependency on tourism and to enable communities to keep exercising traditional activities. Currently, residents of eleven communities participate in tourism activities, such as: providing services, management, decision-making process through the local association, division of the socio-environmental fee generated by the activity, supply of agricultural products, sale of handicrafts and welcoming tourists in their communities.

OBJECTIVE:

The main objective is to transfer management of the Uakari Lodge to communities in the Mamirauá.

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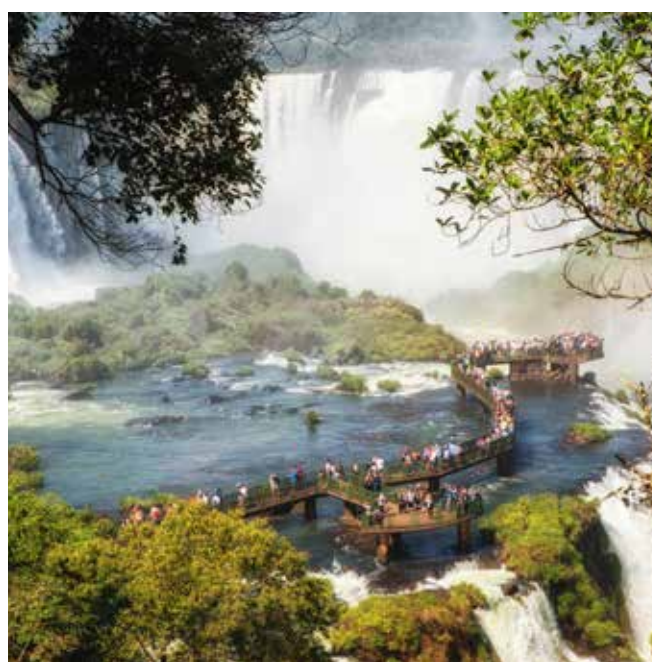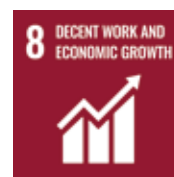
91 Uacari Lodge (2020), *Our Mission* (online), available at: www.uakarilodge.com.br/ (18-06-2020).

CRITERIA FOR COMMUNITY SELECTION AND EVALUATION:

Criteria	Evalutaion
Natural environment and attractions	Conservation of natural attractions: population of local animal species, water quality, forest cover.
Tangible/intangible cultural heritage	Quality of life of local traditional communities, ways of life and traditional customs.
Existing connectivity and transport	National airport in Tefé (municipality of arrival and departure guests) with three flights per week from Manaus, municipal passenger embarkation and disembarkation, Internet connectivity at the lodge but no cell phone coverage.
Existing tourism infrastructure	Number and quality of hotels and restaurants in Tefé.
Distance to source markets	The main tourist generating markets are more than 300 km away.
Safety and security	Local security, inland and waterways security.
Good governance structure	Investments in health, education and other basic services in partner communities.
Community size	Total population of the eleven communities: 803 (all indirect beneficiaries). 80 people working for the local association.
Average per capita income	Average income received by residents working at the lodge.
Income distribution	Effectiveness of worker rotation system at the lodge.
Unemployment rate	Unemployment rate of the local municipalities, including the communities.
Education and human resources	Quality of community schools, access of residents to school, number of people trained by the lodge.
Share of women	Ratio women: men working at the lodge.
Supportiveness of residents to tourism	Number of active and beneficiary communities, number of active people per community, participation in the decision-making processes

IMPLEMENTATION:

Implementation	Mechanisms	Resources	Beneficiaries
Public sector partners: Amazonas Environment Secretariat, Ministry of Tourism and Amazonastur **Private sector partners:** Tour operators and agencies. **Other:** Coletivo MUDA!, Cluster Amazonas de Turismo, institutions of the Brazilian 'S-System' and Cetam Amazonas System, local community associations, Mamirauá Producers Association, Association of Guides and Assistants of Ecotourism of Mamirauá (co-managed with the Mamirauá Institute)	**Direct funding:** Department for International Development (England) Ministry of Science, Technology, Innovations and Communications and Ministry of Tourism of Brazil Moore Foundation. **Training/capacity building:** More than 150 events compromised of courses, workshops and exchanges for hospitality and tourism. **Infrastructure development:** Five bungalows with two suites each. Capacity: 24 guests; kitchen restaurant and meeting room; two floating houses for staff accommodation; floating area for fuel deposit and floating area for other materials. **Regulatory framework:** Social Organization. In Brazilian law, a social organization (OS) is a type of non-profit private association with legal personality, which receives a subsidy from the State to provide services of relevant public interest. **Other:** Community support (wood donation) and local surveillance of natural resources.	**Financial:** approx. BLR 1.200.000,00. (approx. USD 190,000) **Source:** Department for International Development (England) Ministry of Science, Technology, Innovations and Communications and Ministry of Tourism of Brazil Moore Foundation **Human** (number of people): 100 persons: **Source:** (4) Uakari Lodge Office (6) Uakari Lodge employees (10) Administrative Area of the Mamirauá Institute (80) AAGEMAM members (1) Community-based Tourism Program advisory (Mamirauá Institute)	**Municipalities:** Alvarães, Tefé e Uarini **Private sector (SMEs/ entrepreneurs):** Local fuel trade, food, maintenance, accommodation and transport (including self-employed workers, fishermen and farmers in the municipalities). **Local business associations:** Community-based association **Other (please specify):** Community fishermen and producers

IMPACT:

- Through direct employment or supply chain linkages 400 community members benefit directly.
- The socioeconomic fee (collective benefit) supports improvement for the 11 communities for acquisition of boats, equipment, schools and community center maintenance, etc.
- Local economic development. For every USD 1 generated by the investments made by the lodge, USD 5 is generated for the regional economy.[92]
- Work opportunity for women, youth and the elderly.
- Training opportunity for the communities.
- Intensification of social bonds, specially for women. Tourism allowed them to have greater mobility and establish their own network of social relations.
- Tourism at the Uakari Lodge became more than work opportunity, but a way of life shared among local people. An opportunity to gain and share knowledge, information and experience.
- Tourism as an incentive for conservation of natural resources.
- Supports local vigilance of the environment.

LESSONS LEARNT:

1. In developing countries, tourist development can produce much required economic stimulus in local areas, contributing to the reduction of regional disparities.

2. In adopting a strategic approach and by setting up a rotational system; the over dependency of rural communities on tourism can be reduced and traditional practices maintained.

3. Community-based tourism plays a very important role and generates more than economic benefits. Communities feel and see themselves as an integral part of the activity in which they are protagonists in all areas, thus, empowering the participation of those involved. Community-based tourism also helps local communities to claim and protect the territory.

4. When managed effectively, tourism has the power to contribute to economic diversification. However, it is important to highlight that a community-based economy should not rely only on tourism alone but have other fall-back options during crisis in the tourism industry.

5. Community-based tourism can introduce sustainable growth into rural economies by developing tourism related and social facilities, which incorporate communities as local actors.

6. If sold locally the tourism experience and subsequent products can yield much higher profit margins; due to the fact no transportation or international distribution is required thus costs are lower.[93]

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92 Seek, C. and Sellier, N. (2019), *Stimulating sustainable development through tourism concessions: case studies on how tourism can benefit the environment and communities living in and around protected areas,* The World Bank Group, Washington D.C., pp. 1–43.

93 Wall, G. and Mathieson, A. (2005), *Tourism: Change, Impacts and Opportunities,* Upper Saddle River, Pearson Education, New Jersey.

#3
CANADA:
THE CANADIAN EXPERIENCES FUND

Source: G20 and 2020 invited countries survey.

KEY TAKEAWAY POINTS:

- Importance of finance for tourism development
- Supporting innovation skills development and training
- Spreading tourism benefits through CBT
- Importance of inclusion in tourism

BACKGROUND AND INITIATIVE DESCRIPTION:

Beginning in 2019 and running until 2021, the Canadian Experiences Fund (CEF) exists to support communities across Canada in their creation and enhancement of tourism products, facilities and experiences. Led and delivered through Canada's Regional Development Agencies (RDA's), this is achieved through awarding repayable and non-repayable grants to tourism operators and by supporting specialized skills development and training. Additionally, priority is placed on projects which hold relative value towards regional issues. To be eligible, tourism projects must be within the realm of one of the following categories: demonstrate inclusiveness for LGBTQ communities, rural and remote communities, indigenous tourism and farm to table/culinary tourism initiatives.

With a total value of CAD 58.5 million, the CEF fund fosters innovation, growth and subsequent product development in Canada's tourism sector by providing targeted investment based on regional priorities, thus helping to foster and strengthen entrepreneurial activities in the tourism sector. 275 projects have been supported since its inception, with recipients ranging from small and medium businesses across the region to not-for-profit organizations and municipalities. In providing financial resources, the Government is actively contributing to an environment which translates ideas into reality, helping tourism products to flourish.[94] Within these criteria, investment priority is given to projects which demonstrate:

- Attraction of international tourist;
- Economic impact on more than one community;
- Leveraged funding from other sources (e.g. Government, other non-profits and/or the private sector); and
- Jobs created.[95]

Currently, the fund is also offering support to tourism businesses whose operations have been affected by COVID-19.

OBJECTIVE:

To support communities across Canada in the creation and enhancement of tourism products, facilities and experiences.

CRITERIA FOR COMMUNITY SELECTION AND EVALUATION:

The Canadian Experiences Fund has prioritized projects that demonstrate inclusiveness for LGBTQ communities, rural and remote communities, indigenous tourism and farm to table/culinary tourism initiatives.

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94 Government of Canada (2020), *The Canadian Experiences Fund* (online), available at: www.ic.gc.ca/eic (26-06-2020).

95 Ibid.

IMPLEMENTATION:

Implementation	Mechanisms	Resources	Beneficiaries
Lead agency/ organization: Canada's six Regional Development Agencies (Federal government entities)	**Direct funding:** The CEF can support tourism product development through direct repayable and non-repayable grants to tourism operators. **Training/capacity building:** The CEF can support tourism skills training and capacity building through direct repayable and non-repayable grants to tourism operators and association. Activities can include market readiness training and specialized skills training.	**Financial** (in USD): National Budget, USD 43.5 million.	**Other:** Since its launch, the CEF has supported over 275 projects. Recipients include municipalities, non-for-profit organizations and small and medium businesses located in all regions of Canada.

OUTCOMES:

275 businesses have been financially supported through investments and their development is currently ongoing.

LESSONS LEARNT:

1. In placing preference on regional priorities, community issues can be listened to and addressed through CBT development.

2. The distributive aspect of tourism can be placed at the centre when programmes such as these, include the goal of redistributing social goods according to priorities.[96]

3. By injecting much needed investment into CBT and the subsequent regional economy, industrial characteristics such as seasonality have potential to be addressed and reduced.

4. By setting specific criteria for the development of CBT products, the order of development is guided/ monitored, over development in some areas is controlled and development. inequalities reduced.

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96   Britton, S. G. (1981), *Tourism, Dependency and Development: a mode of analysis, number 23,* Australian National University Press, Canberra.

#4
CHILE:
WOMEN-LED TOURISM BUSINESSES COMPETITION

Source: Sernatur (2018), 'Concurso Mujer Empresaria Turística 2018 premiará empresarias que innoven en turismo' (online), available at: https://www.sernatur.cl/ (29-06-2020).

KEY TAKEAWAY POINTS:

- Business competitiveness
- Rural tourism product development
- Uplifting equality

BACKGROUND INITIATIVE AND DESCRIPTION:

Beginning in 2009 and currently ongoing, the contest which is hosted by the National Tourism Service (SERNATUR) with support from the Ministry of Women and Gender Equality, the Chilean public bank: Banco Estado and UNWTO, seeks to recognize and highlight the role of women entrepreneurs across the country in their efforts; through terms of association, business development and cultural value which contribute to a more inclusive community through tourism.

OBJECTIVE:

To support women in improving their sustainable tourism products in terms of specialization and diversification, as well as, offering financial support to women in tourism at the local level.

IMPACT:

- This action is helping to push Chile forwards in terms of gender equality in tourism since 58% of the tourism workforce in Chile is female.
- In order to support tourism across the country based on sustainable patterns, environmental and community-based criteria are taken into consideration. It is thus a good example of how business and women empowerment issues can be linked to contribute to a fairer and more inclusive future in tourism for all.

LESSONS LEARNT:

By placing community inclusion and women empowerment at the core of tourism development, tourism can become a meaningful engine to mainstream women empowerment agenda on the social agenda.

IMPLEMENTATION:

Implementation	Mechanisms	Resources	Beneficiaries
Lead agency/ organization: National Tourism Service SERNATUR. **Public sector partners:** Banco Estado and Ministry of Women and Gender Equity	**From Banco Estado:** USD 2.500 each awarded to the two business winners of the contest **From SERNATUR:** A full digital kit to support the business marketing: professional e-marketing video plus 30 pictures in HD for the website from Banco Estado to the press release for the business promotion at national and international level.	**Financial** (in USD): USD 18,000. **Human** (number of people): 7 persons **Sources:** Annual budget planning	**Women entrepreneurs in tourism sector:** Over eleven years more than 4,500 women from all over the country have participated.

#5
FRANCE:

PARIS-CHARLES DE GAULLE, 'LA FRANCE ACCUEILLE LE MONDE'

Source: AKTO Reseau Opcalia (2020), 'Embarquement immédiat pour l'accueil et l'excellence de service!' (online), available at: www.opcalia.com/.
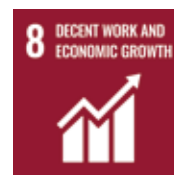
KEY TAKE AWAY POINTS:

- Community development through education
- Inter and cross-cultural understanding
- Skilled capacity building

OBJECTIVE:

To deliver training to 700 employment seeking citizens in the Ile De France region.

BACKGROUND INITIATIVE AND DESCRIPTION:

Beginning in 2018 and ongoing, the Paris Charles de Gaulle project aims to deliver training to 700 employment seeking citizens in the Ile De France region in order to develop skills which will enable them join tourism professions. A world first in vocational training; the programme is taught through massive open online courses (MOOCs) which consist of 18-hour sessions run by the National Tourism Agency: Atout France. The online courses consist of 11 different training modules which cover a range of relevant issues such as customer experience, the welcoming of international clients and job searching skills. However, the main focus is on education by nationality and different modules focus on certain countries. The training is primarily delivered through these modules, but other tools are provided to facilitate this process.

- Interactive quizzes allow learners to check their knowledge;
- Courses are presented in a video format, so they are easy to learn; and
- Online forums facilitate learning exchange between participants, as well as with market experts.

CRITERIA FOR COMMUNITY SELECTION:

- Natural environment and attractions
- Existing connectivity and transport
- Existing tourism infrastructure
- Good governance structure
- Private sector potential investment
- Community size
- Average per capita income
- Income distribution
- Unemployment rate
- Education and human resources

IMPLEMENTATION:

Implementation	Mechanisms	Beneficiaries
Lead agency/organization: National Tourism Agency – Atout France	**Direct funding:** n.a.	**Other:** 700 inhabitants in Ile-de-France seeking employment
Public sector partners: French governmental agency – Pole Emploi, Regional Council of Ile de France, Public Interest Group (GIP) Emploi	**Training/capacity building:** This project consists in training through MOOCs	
Private sector partners: Airports of Paris (ADP group), Tourism Academy	**Incentives for private sector investment:** n.a.	

IMPACT:

700 persons who are seeking employment are using the platform to educate themselves with the particular skills needed in tourism.

LESSONS LEARNT:

1. Through tourism focussed education, the skills and capacity of local communities can be built up preparing them for employment in the sector.

2. This form of education is centred around learning specific nationalities in relation to service delivery; subsequently fostering respect for other cultures.[97]

3. Improved intercultural competences increases cross cultural understanding and positively contributing to societal growth.

4. Public education and training such as this, does not only educate individuals within the communities in relevant skills, but also increases their awareness of the potential positive impacts of tourism.[98]

5. Intercultural understanding is a skill that is required at all management and governance levels to foster CBT.

97 Suansri, P. (2003), *Community Based Tourism Handbook.* Mild Publishing, Canada.

98 Asker, S. and Paddon, M. (2010), *Effective community based tourism: A best practice manual,* Sustainable Tourism Cooperative Research Centre (CRC), Gold Coast.

#6
HUNGARY:
NATURAMA SMART TOURS.
RURAL DEVELOPMENT IN TOURISM

Source: European Commission (2014), *NATURAMA Smart Tours – Rural development in tourism,* July 2013 Video.

KEY TAKEAWAY POINTS:

- Social innovation
- Local network building
- Stakeholder corroboration
- Community mapping for product planning and development

BACKGROUND INITIATIVE AND DESCRIPTION:

Beginning in 2014 and ongoing, the Naturama Smart Tours Rural Development in Tourism project was created by a local entrepreneur, development agencies and a social scientist in the Balaton Uplands (which boasts the needed natural resources and cultural landscapes, key ingredients for the development of sustainable rural tourism) in recognition of the current need and market demand for destinations offering responsible tourism products and experiences.[99]

The project was one of three stages of the LEADER LAG's local development strategy with one of its central objectives to establish a network of local actors. This enabled the designation of walking trails using local knowledge captured through locally organized workshops carried out in 60 settlements. The collected information was corroborated in teams of individuals and diagrammatically presented on a

99 Katonáné Kovács, J.; Varga, E. and Nemes, G. (2016), 'Understanding the process of social innovation in rural regions: some Hungarian case studies', *Studies in Agricultural Economics,* volume 118 (1), pp. 22–29, DOI: https://doi.org/10.22004/ag.econ.234967.

large printed map, depicting three different trails in each village for walking, horse riding and cycling. This process not only facilitated the identification of trail routes, but more importantly provided opportunities for discussions between local actors whose relationships had previously been strained due to communication problems. The discussions also allowed the communities to identify possibilities and build networks while the local development agency was able to interact and connect with people within the territory.

Once the workshops where completed, LAG employees accompanied the local actors as they walked the trails and recorded the GPS tracks, took images and collected stories in order to use the information to construct a GIS database. Using this information, new smartphone applications where developed and other innovative tools such as Google or Facebook advertisements, digital information boards and printed leaflets where designed. The trails placed emphasis on locality by incorporating and highlighting a range of local products and services as well as national attractions. The trails and tours are readily available for tourists to see on their smart phones before their trip. The implementation of this GIS/GPS system served as an interface for creating networks, tour packages and developing tourism products. This case demonstrates that, information flows have fostered the development capacity of small/rural destinations through local actor engagement and collaboration which, if well managed, is an opportunity for commuity development of the region as a whole.

OBJECTIVE:

The project's main objective is to work with communities to meet their fundamental livelihood needs through the development of tourist trails, which are then made available through an innovative GIS system and smartphone application for tourists.

IMPLEMENTATION:

Implementation	Beneficiaries
Lead agency/organization:	**Municipalities:**
Project managers of LEADER LAG local development agency	LAG and local authorities
	Local business associations:
Involved in the contribution process:	Hospitality and tourism service providers and local producers of food, arts and crafts.
NGO's, local authorities and businesses, schoolteachers, foresters, walkers, biker (some local and some not) all contributed.	

IMPACT:

- The development and results from the GPS database have been very successful.
- A corresponding project, the development of the Balaton Uplands Territorial Quality Mark, which showcases local producers and service providers in map and smartphone applications was successfully connected to GPS. This makes it easier for visitors and potential visitors to connect with the destination offering.
- Several new collaborative opportunities on joint strategic thinking were identified and the linkages between locals were strengthened as a result of workshop sessions.
- Technological outputs included the creation of a GIS system and smartphone applications, and a webpage.
- 180 trails were created.

The success of this project can be attributed to the following factors:

- Initiation by locals and continued community involvement throughout the entire process, and not just knowledge facilitation.
- Associations and bodies assisted the communities who led the process through corroboration, rather than the other way around. This meant external values and opinions could not be exerted onto the locality.
- The varied skills brought to the table by all stakeholders involved in the designing of the project enabled knowledge transfer.
- By setting up an environment which enabled local agencies, groups and community members felt comfortable in expressing their opinion in relation to the project development. Crucial knowledge was ergo harvested and information exchange was fostered.

LESSONS LEARNT:

1. During the designing and deliberation of tourism products it is crucial not to overlook the importance and value of local knowledge as opposed to hiring predominantly external actors.

2. Regional/local capacity development and community cohesion can be facilitated by providing conducive environments during consultative workshops for product development which enable information exchange.

3. The focus of the private sector or governmental bodies should be in enabling cohesion which lasts long after projects, initiatives, programmes or products have been completed.

4. Initiation by local members allows agencies and tourism organizations to accompany the community in the discovery of tourist products, rather than the other way around.
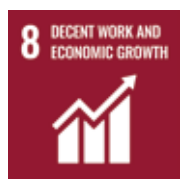
#7
INDONESIA:
CONSERVATION AND PROSPERITY. THE SUSTAINABLE TOURISM DEVELOPMENT (STDᴇᴠ) PROGRAMME

Source: G20 and 2020 invited countries survey.

KEY TAKEAWAY POINTS:

- Government commitment and leadership for development
- Importance of implementing responsible tourism policy
- Decentralisation of power

BACKGROUND AND INITIATIVE DESCRIPTION:

The STDev Programme displays how governments can demonstrate their commitment to responsible tourism by prioritizing and highlighting the sector's contribution to achieving the SDG's. Beginning in 2016 and ongoing, the programme was created to support the attainment of the SDG's by encouraging the Government, regional/ provincial governments and municipal authorities to develop and manage tourism in a responsible and sustainable way. It is coordinated by the Ministry of Tourism and Creative Economy in Indonesia and has three key sub-programmes:

1. Sustainable Tourism Destination (STD);
2. Sustainable Tourism Observatories (STO); and
3. Sustainable Tourism Certification (STC).

The programme is based on the Tourism Ministry Regulation Number 14 of 2016 laying the Guidelines for a Sustainable Tourism Destination which consists of 41 criteria and 104 indicators developed around the four pillars of sustainable tourism which are all community centric:

1. Sustainable management of tourist destinations,
2. Economic benefits towards local communities,
3. Cultural preservation for both the local community and visitors, and
4. Environmental conservation.

In line with these principles and its overall objective, the programme focusses on providing training and capacity building in tourism villages and the development of infrastructure in rural areas to extend the benefits of tourism and thereby contributing to community development as well as increasing tourism's contribution to the SDG 8 (Decent work and economic growth), 12 (Responsible consumption and production) and 14 (Life below water), thereby enhancing tourism's competitiveness in marine or archipelagic destinations.

The data for the indicators on the three agendas is collated and presented on an interactive and accessible online dashboard, being transparent in reporting on the current state of sustainability standards,[100] coupled with the programme message of "The better we conserve the more we prosper"; these actions communicate the commitment from the Indonesian Government to develop tourism sustainably.[101]

OBJECTIVES:

STDev Programme aims to:

1. Increase foreign exchange and provide multiplier tourism effect;

2. Identify and monitor the destinations at any stage of development with sustainable tourism issues;

3. Enrich the capacity of the destinations as well as the stakeholders (Government, the industries, the local communities, the academics and the media with thorough implementation and best practices of sustainability in the tourism sector; and

4. Apply sustainable tourism standards according to global baselines to enhance competitiveness of Indonesia's tourism.

CRITERIA FOR COMMUNITY SELECTION AND EVALUATION:

- Natural environment and attractions
- Tangible/intangible cultural heritage
- Existing connectivity and transport
- Existing tourism infrastructure
- Safety and security (e.g., crime rate)
- Private sector potential investment
- Average per capita income
- Income distribution
- Unemployment rate
- Education and human resources
- Supportiveness of residents to tourism

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100 Wonderful Indonesia (2020), *Sustainable Tourism Dashboard* (online), available at: http://sustainabletourism.web.id/ (25-06-2020).

101 Lemy, D. M. (2020), *Sustainable Tourism Development (STDev) Strategy in Indonesia. The 3rd International Seminar on Tourism (ISOT Hospitality and Tourism Sustainability: Research, Innovation and Technology,* Wonderful Indonesia

IMPLEMENTATION:

Implementation	Mechanisms	Programme	Beneficiaries
Lead agency/organization: Ministry of Tourism and Creative Economy	**Training/capacity building:** Training and/or capacity building is implemented in tourism villages **Infrastructure development:** Development infrastructure is focussed on rural area to make easier reaching tourism destinations and attractions	Sustainable Tourism Destination (STD) Sustainable Tourism Observatory (STO) Sustainable Tourism Certification (STC)	▪ Destination managers ▪ Local communities ▪ National Government and local government of cross-sectors ▪ Tourism industries ▪ Universities/academics ▪ Non-governmental organizations

IMPACT:

The programme is recent, but the activities under the STDev Programme has succeeded in attracting more stakeholders to be more aware and adaptive to sustainability issues in the tourism sector. With more partnership and coordination at the national level among cross-sectoral government – environment and forestry, marine and fisheries, public works, etc. – the STDev Programme has managed to channel the benefits of its activities to the local level and various stakeholders. More specifically for the destinations, some activities under the programme such as the observatories have taken into account the communities' participation in identifying their own tourism issues and finding ways to solve these using local knowledge. However, in line with Indonesia's future STDev journey, the Ministry of Tourism and Creative Economy of Indonesia is making progressive and extensive efforts in aligning all tourism pillars of the destination, industry, tourism institutional development and tourism marketing into a sustainable tourism development framework.

LESSONS LEARNT:

1. Government involvement/support and a favourable policy environment are imperative when developing strategies that can enable tourism to contribute to community development.

2. Stakeholder collaboration in the design of CBT development strategies leads to formulation of policies and programmes that significantly increase the contribution of CBT community development.

3. Governments can create the right enabling environment for success when they decentralize power by creating participative policymaking and developing mechanisms which directly favour community-based initiatives.[102]

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102 Yanes, A. et al. (2019), 'Community-based tourism in developing countries: A framework for policy evaluation', *Sustainability,* 11 (9), DOI: https://doi.org/10.3390/su11092506.

#8
ITALY:

TOURISM AND CULTURAL HERITAGE: 'MY TOUCH', MYANMAR

Source: G20 and 2020 invited countries survey.

KEY TAKEAWAY POINTS:

- Preservation and promotion of cultural heritage
- MSMEs and entrepreneurship support and capacity building
- Product diversification
- Communities as localities and collectives

BACKGROUND AND INITIATIVE DESCRIPTION:

Since 2011, the Italian Development Co-operation Agency has placed enhancing cultural heritage and developing the private sector at the forefront of its sector intervention priorities. The goal is to support sustainable development, inclusive growth, capacity building, entrepreneurship and decent jobs thereby contributing to reducing inequalities and increasing social and economic inclusion of vulnerable communities in developing countries through the preservation and promotion of local cultural heritage. To achieve this, the Italian Development Co-operation Agency supports a number of sectors, value chains and MSMEs which demonstrate high potential in relation to inclusive/sustainable tourism and cultural heritage preservation, such as the historic area of Yangon (Myanmar) and its archaeological site.

Beginning in 2018 and on-going, the aim of the initiative Tourism and cultural heritage (MyTouch) is to support the rehabilitation of the historic heritage of Downtown Yangon. Through the rehabilitation process the living conditions of locals will be improved and capacities of the local authorities (regional government and Yangon municipality) to promote sustainable tourism, will be built. The capacity of the private sector will concurrently be strengthened to enable it to contribute to and support this process. In this regard, the initiative

Supporting the social and economic development of the Rakhine State through the protection, management and enhancement of the Mrauk-U site was approved in 2017 to improve the local community's capacity by supporting small business activities engaged with heritage and cultural tourism.

OBJECTIVE:

To increase the inclusion of vulnerable groups through the preservation and promotion of local cultural heritage.

CRITERIA FOR COMMUNITY SELECTION AND EVALUATION:

- Tangible/intangible cultural heritage
- Natural environment and attractions
- Average per capita income

LESSONS LEARNT:

1. CBT can serve as an umbrella under which tourism and sustainable development needs can be simultaneously addressed.

2. It is important to place focus on the inclusion of vulnerable groups during development thereby ensuring that no one is left behind.

3. Providing entrepreneurial support and capacity on the basis of whether or not businesses demonstrate high potential in relation to heritage preservation, inclusiveness and sustainability in their operations; this can inspire change within businesses seeking support.

4. Cultural tourism, if well managed, contributes to heritage preservation and community development, and MSMEs can lead the diversification of the tourism offer.

IMPLEMENTATION:

Implementation	Mechanisms	Resources	Beneficiaries
Lead agency/organization: Italian Agency for Development Co-operation **Public sector partners:** Myanmar authorities **Other** (please specify): World Bank, UNESCO	**Direct funding** **Training and capacity building** **Incentives for private sector investment** **Regulatory framework**	**Financial** (in EUR): EUR 27.45 million (including EUR 15.5 for MyTouch and EUR 1.3 for Mrauk-U) National budget (allocations for development cooperation)	**Municipalities:** Yangon and others

#9
JAPAN:

INITIATIVE TOWARDS WOMEN'S EMPOWERMENT IN THE FIELD OF TOURISM

Source: G20 and 2020 invited countries survey.

KEY TAKEAWAY POINTS:

- Realizing potential
- Creation of professional identity
- Industrial cohesion
- Workplace gender equality

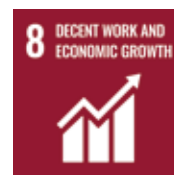## BACKGROUND AND INITIATIVE DESCRIPTION:

Although the ratio of women engaged in the tourism sector is relatively high, most of them remain in lower positions and find difficulties progressing in their career path. Beginning in 2019 and ongoing, the initiative geared towards women's empowerment focusses on promoting active participation of women in the tourism sector by supporting women who have been experiencing career advancement difficulties or career breaks to advance and/or be reintegrated into the sector. In the process, collaborative meetings between experts are held which identify current issues and map strategic direction for the employees and hotel companies involved. Trial demonstrations are then conducted which create synergies between aspiring women and hotel partners, thus facilitating the diversification of human resource within the accommodation industry through providing direct employment.[103]

OBJECTIVE:

The initiative's objective is to facilitate employment opportunities for women who wish to return to work in hospitality companies.

CRITERIA FOR COMMUNITY SELECTION:

Women in all communities

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103 Japan Tourism Agency (2020), *Study group for promoting the active participation of women in the tourism field* (online), available at: www.mlit.go.jp/kankocho/category01_000102.html (15-06-2020).

IMPLEMENTATION:

Implementation	Mechanisms	Resources	Beneficiaries
Lead agency/organization: Tourism Agency **Public sector partners:** Cabinet Office, Ministry of Education, Culture, Sports, Science, Technology, Health, Labour and Welfare **Private sector partners:** Academic experts, DMOs and tourism related companies, labour unions	**Training and capacity building:** Specific recruitment strategy targeting women who have gaps in their career due to family responsibilities or who are already working but are experiencing difficulties trying to advance their career. Provides career consultation support, in form of networking events and pairing. **Study committee:** Consisting of tourism stakeholders.	**Financial:** USD 100,000, national budget.	Women who have been primary care givers are given an opportunity to rebuild a part of their identity and reintegrate into the workplace

LESSONS LEARNT:

1. When women's abilities are recognized, and opportunities presented to further build on their capacities, overall economic and organizational productivity is boosted and the social status of women is raised.

2. In advocating for gender equality through employment, decent jobs are created and resilience installed into the economy.

3. In providing women with an internationally recognized qualification and profession, transferable skills are developed.
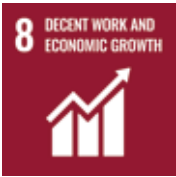
#10
JORDAN:
WHEN BIODIVERSITY CONSERVATION AND COMMUNITY DEVELOPMENT GO HAND IN HAND.
EXAMPLES FROM THE DANA PROJECT

Source: Royal Society for the Conservation of Nature (n.d.), 'Wild Jordan' (online), available at:
www.wildjordan.com/destinations/dana-biosphere-reserve.

KEY TAKEAWAY POINTS:

- Socioeconomic distribution
- Mitigation through planning
- Community centric principles
- Philosophical governance

BACKGROUND AND INITIATIVE DESCRIPTION:

Jordan is a small country possessing an extraordinary range of ecosystems. However, poverty, migration and development pressures have caused land degradation, loss of habitats and species. Beginning in 1994 and running until 1998, the Dana project directly addressed these losses by adopting new approaches in biodiversity conservation to create a model of integrated conservation development which was in line with community centered principles. The income generation programme, which was very innovative in its time, built on locally available skills and products from the several thousand people living around the reserve to develop the tourism potential. A range of small businesses, facilities and services to enable tourism where developed and initiatives established within conservation philosophy.[104]

OBJECTIVE:

To establish a mandate which through adopting a community-based approach, ensures protection and management of protected areas, subsequent enforcement of wildlife protection laws and poverty alleviation in rural communities through culture, nature and eco-tourism related activities.

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104 World Tourism Organization (2002), *Enhancing the economic benefits of tourism for local communities and poverty alleviation,* UNWTO, Madrid.

IMPLEMENTATION:

Implementation	Regulatory framework
Lead agency/organization: Jordanian Government **Civil society partners:** Global Environment Facility (GEF), Royal Society for the Conservation of Nature, US Agency for International Development (USAID).	The Jordanian Government demonstrated moral commitment to conservation but lacked the financial resources, therefore, to ensure long term financial and social liability, NGOs where recognized as crucial in attaining national biodiversity goals. To ensure sustainable biodiversity programmes through private sector encouragement, business philosophies where applied in development of nature-based enterprises.

IMPACT:

- Funds generated allowed the reserve to be fully self-sufficient with USD 700,00 in sales per annum.
- 55 full time jobs, direct and indirect economic benefits through tourism income for 800 people.

LESSONS LEARNT:

1. The engagement of communities in conserving natural resources is more likely if the reciprocal benefits from the tourism development processes are made clear.

2. A comprehensive approach which entails gaining support and involvement of local communities is more effective in the long term than unilateral top-down enforcement of regulations which can lead to further inequality and poverty.

3. Accountability can be demonstrated if stake-holders adopt a culture built around respect for social equity and environmental sustainability

4. Community self-mobilisation can be facilitated when CBT focusses on small-scale, locally designed and operated activities which require high levels of participation in the creation of responsible products.

5. Successful strategies for sustainable development must assess the viability of activities in the context of wider and complex national, regional and local policy frameworks, as well as international markets.

#11
KENYA:
G ADVENTURES RIPPLE SCORE TOOL AND CAFÉ UBUNTU

Source: Planeterra Foundation (2020), 'Café Ubuntu' (online), available at: https://planeterra.org/.

KEY TAKEAWAY POINTS:

- Supply chain transparency
- Industry's accountability
- Reducing economic leakages
- Measuring impact

BACKGROUND AND INITIATIVE DESCRIPTION:

G Adventures is a tour operator and advocate of community-based tourism. With over 30 years' experience, they frame tourism in an unambiguous light as a tool through which development can be achieved. They collaborated with Planeterra and Sustainable Travel International to create the Ripple Score tool which transparently measures and communicates the percentage of money from each of their tours that stays in the local community on trip services like accommodations, restaurants, and transportation. To be suitable for assessment, businesses must be 50% or more owned by a legal resident or citizen in the destination. If accepted into the programme, partners are required to fill out surveys that provide further insights into their operations and ultimately G Adventure's own operations.[105]

The tool enables an annual supply chain analysis of all aspects of a tour to be calculated enabling an evaluation of the localized impacts of G Adventure's operations and ultimately influences their purchasing decisions.[106] Represented on a linear range from 0–100, the higher the score the more locally owned and managed services are used in the creation or operationalization of a tour package; thus, the local benefit is higher. The tool is represented visually and can be seen in G Adventures brochures and websites as a green and blue icon.

OBJECTIVES:

The objective is to transparently measure and communicate how much money in each of their tours stays in the local community. This addresses particular issues relating to leakages, corporate social responsibility and ethicality of businesses practices, by displaying the percentage break-down of local tourism revenues.
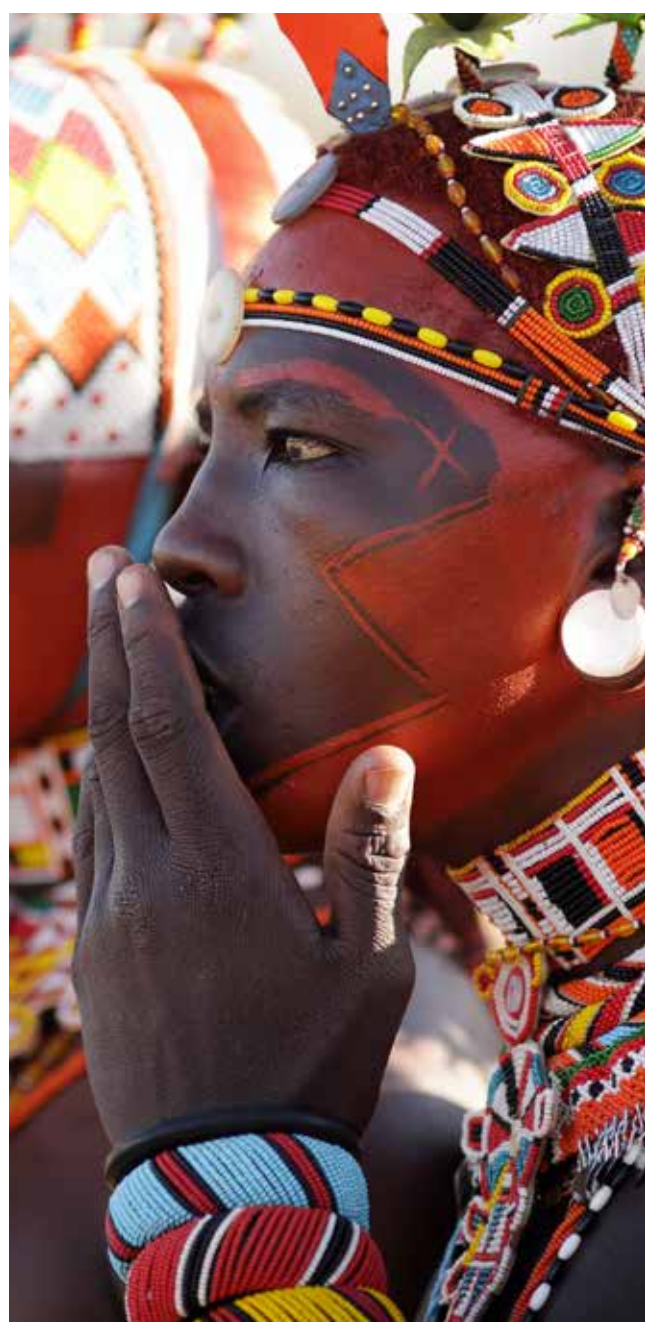
105 G Adventures. (2020), *Ripple Score Tool, it's time we started keeping score,* (online), available at:
www.gadventures.co.uk/about-us/ripple-score/ (17-06-2020).

106 G Adventures. (2020), *Everywhere is local,* (online), available at:
www.gadventures.co.uk/about-us/responsible-travel/g-local/
(17-06-2020).

IMPACT:

- Developed by G Adventures, currently 605 out of 700 tours have been calculated with an average score of 93.3.
- The G Local Survey identified USD 8 value of economic stimulus for every dollar spent on local souvenirs or handicrafts. Further, out of the 112,000 people employed by the company, 83% of staff and supplier management are local and 65% of included meals are based on local foods and traditional cuisine.

The tour 'Kenya Overland: Rhinos and National Reserves' has a ripple score of 100%. The tour includes a visit to Café Ubuntu, which trains and employs mothers of children with disabilities. To date the tour has:

- Created 438 direct job opportunities; and
- Benefited indirectly 1,200 community members.

This injects much needed capital for social and eco-nomic development into the local economy which has suffered an 80% unemployment rate due to stigmatization around disability as often mothers and families with differently abled children are abandoned by their fathers.[107]

LESSONS LEARNT:

1. Reducing economic leakage and maximizing local impacts is key for community development through tourism.

2. In showing transparency on how the profits of tourism ventures are shared, tourists are educated to make better decisions on how, when, where and why they travel.

3. Measurement and monitoring of the flow of benefits is key to knowing the real impact of tourism in communities and reduce leakages.

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107 Planeterra Foundation (2020), *Café Ubuntu* (online), available at: https://planeterra.org/ (17-06-2020).

#12
MEXICO:
THE PUEBLOS MÁGICOS

Source: Government of Mexico (2020), *Pueblos Mágicos de Mexico* (online), available at: www.gob.mx/sectur/.

KEY TAKEAWAY POINTS:

- Transparent communication
- Clustered destinations
- Influential decision-making
- Cross cultural realities
- Branding and promotion

BACKGROUND AND INITIATIVE DESCRIPTION:

Beginning in 2001, the national programme *Pueblos Mágicos* (Magic Towns) aims to preserve historical and architectural heritage in small Mexican towns. The programme focusses on developing tourism potential and promoting regional development at the local level by consolidating federal, state and municipal resources. It also acts as a connector, establishing unity through designated links which connect all the towns under a systematic umbrella. Through a clearly defined process, the local communities apply for the Magic Town status. If successfully approved, the community then establishes, leads and manages a committee comprising local stakeholders. This committee acts as a platform for making decisions as to how public funds are directed towards infrastructural maintenance and urban regeneration depending on prior analysis of local needs.[108]

To date, 121 towns which embody Mexican culture represented through symbols, legends and history are involved in the scheme.[109] Importance is placed on recognizing and supporting towns which have been at the corner stone of national and historical events and to enable this process, tourism is presented as a protector of their cultural assets. This case serves as an example of clustered tourism destination development. The programme has enabled Mexico to move away from a singular destination offering by developing tourism services around new towns, enabling them to tap into and cater to new markets. Additionally, the programme supports the national development of tourism policy measures focussed on strengthening communities and ensuring their welfare.[110]

108 Organisation for Economic Co-operation and Development (2017), *OECD studies on Tourism, A policy review of Mexico,* OECD Publishing, Paris.

109 Government of Mexico (2020), *Pueblos Mágicos de Mexico* (online), available at: www.gob.mx/sectur/ (16-06-2020).

110 Organisation for Economic Co-operation and Development (2020b), *OECD Tourism Trends and Policies 2020, Mexico,* OECD Publishing, Paris, pp. 236–240, DOI: https://doi.org/10.1787/6b47b985-en (16-06-2020).

OBJECTIVE:

The programme aims to protect towns of cultural and historical significance through the consolidation of resources from various national levels. This is achieved by developing local infrastructure, promoting local development and developing a clustered destination to promote domestic businesses and direct tourism flows away from consolidated areas.

IMPLEMENTATION:

Although the programme initially intended to contribute to preservation efforts, in 2011 it was noted that the structure and chosen mechanisms of the programme were not well designed to be fully effective.[111] The structure promoted disagreements as:

- Non-mandated persons were allowed to influence discussions and decisions;
- Criteria specifications did not take into account citizenship or homogeneity of persons;
- Communities were excluded despite possessing assets due to market-led conservation designs;
- Projects were identified by the local communities, but miss-communication meant they were not implemented; and
- A number of cultural and religious events were re-imagined to be more appealing to visitors.[112]

These issues were however addressed through the change and adoption of new operating procedures which enabled the development and adoption of a clearer set of qualifying criteria for the programme and facilitated proper communication between the different stakeholders to better understand the tourism potential of participating communities. The programme was successfully re-launched in 2014 and for the first time since inception, additional resources where allocated to the programme to facilitate its re-launch and operations.

IMPACT:

Through the programme historic sites have been reconstructed, infrastructure signage has been enhanced, electrical wiring has been re-engineered and moved underground, the tourism sector has been re-organized, and tourism facilities and attractions have been developed.

LESSONS LEARNT:

1. Common grounds must be established which consider the differences in social and political realities of tourism's actors for tourism's transformative power to be realized.

2. By ascribing power to communities through management processes, social capital can be built.

3. A lack of cohesion can further highlight inequalities and can unintentionally enable social stratification and exclusion through pretence placed on certain issues of development.

4. Approaches must be community not market-led.

5. By clustering destinations, the wider geographical spread of economic gains from tourism can be spread, as tourism income is directed away from already developed areas.

6. Modernization should not be an assumption but should occur based on needs, taking into consideration local heritage.

7. To reduce the environmental impacts in honey pot areas, tourist flows can be amended through destination clustering and directed to other regions.

111 Clausen, H. B. and Gyimóthy, S. (2016), 'Seizing community participation in sustainable development: Pueblos Mágicos of Mexico', *Journal of Cleaner Production,* volume 111, pp. 318–326, DOI: https://doi.org/10.1016/j.jclepro.2015.01.084.

112 Gross, T. (2011), 'Divided over Tourism: Zapotec Responses to Mexico's Magical Villages Program'. *Anthropological notebooks,* 17 (3), pp. 51–71.

#13
REPUBLIC OF KOREA:
THE TOUR DURE INITIATIVE

Source: G20 and 2020 invited countries survey.

KEY TAKEAWAY POINTS:

- Achieving potential through guidance
- Utilising social capital to solve problems
- Local identities in social stratospheres
- Equal value

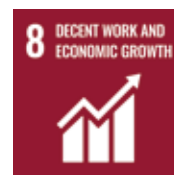## BACKGROUND AND INITIATIVE DESCRIPTION:

Beginning in 2013 and currently ongoing, the Tour Dure initiative exists as a support mechanism which aids local communities in developing and establishing their own tourism business models. Integral to the initiative is the recognition that past tourism projects have operated on vague assumptions that local economies would be revitalized by virtue of higher tourist numbers.[113] However, Tour Dure recognizes that tourism businesses and ideas geared towards community development have to be identified and promoted or developed within the sphere of an interconnected tourism ecosystem in which the benefits of tourism consumption enable local development. Additionally, for substantial economic effects to take place, tourism businesses need to be specifically geared towards local communities. In so doing, the geographical spread of benefits is promoted.

In order to be selected as a Dure enterprise five main criterion must be met thus:

1. The enterprise should be established by local residents;
2. It should utilize local resources to generate revenue;
3. It must possess a unique local identity;
4. It should be created through involvement in the local community; and
5. Additionally, the business should provide tourism products and services to tourists on a face-to-face basis.

A Tourism Dure producer (PD) is provided to support the tourism businesses meet these targets. These individuals are selected based on their demonstrable ability and passion for the independent development of the communities and are responsible for identifying or discovering regional unique characteristics which can be placed at the centre of products. The PDs serve as guides, offering their wisdom, influence, knowledge and act as connectors, thereby driving improvements through the creation of social capital and capacity building. Furthermore, they support and act as catalyst for positive change whilst assuming responsibilities.[114] In this way, they are an integral part of the process. The initiative is supported by the Ministry of Culture, Sports and Tourism, Korea Culture and Tourism Institute, Korea Tourism Organization and municipal level administrative divisions, who each have their own role to play as the initiative unfolds. Mentoring is also provided by experienced experts in fields which are necessary for final product development such as designing and legal assistance.

By enabling communities locate and identify their place within the local tourism eco system, the Tour Dure represents sustainable CBT practices as focus is placed not just on the creation and establishment of businesses and their ability to generate subsequent social and economic value, but on their ability to improve the quality of life for

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113 Tour Dure (2020), 'Local tour lab tourism Doore, Korean-style practical solution for sustainable tourism' (online), available at: https://tourdure.mcst.go.kr/home/homeIndex.do (23-08-2020).

114 Joo, J.; Choi, J.J. and Kim, N. (2019), 'Examining Roles of Tour Dure Producers for Social Capital and Innovativeness in Community-Based Tourism', Sustainability, volume 11(19).

locals. Dure is a traditional Korean word meaning "joint farm work among the villagers" and nowadays could be translated into "co-op". This initiative extends this traditional meaning and sense of collaboration to solve pertinent community issues. Hence the initiative being coined as the Korean solution for sustainable tourism. Tour Dure's brand identity is of two people facing to help one another. This once more echoes the symbolism created around the value of building communities and practicing cooperation for social sharing.

OBJECTIVE:

The main goal is to build a tourism ecosystem where tourist consumption leads to local development by providing up-close support for local residents to start and run tourism businesses that produce and sell accommodation, food and beverages, tour programs, experiences, leisure activities, and souvenirs that reflect local characteristics.

CRITERIA FOR COMMUNITY SELECTION:

- Natural environment and attractions
- Tangible/intangible cultural heritage
- Existing tourism infrastructure

IMPLEMENTATION AND OUTCOMES:

Implementation

Lead agency/organization:

Ministry of Culture, Sports and Tourism of the Republic of Korea

Public sector partners:

Korea Culture and Tourism Institute (KCTI),
Korea Tourism Organization (KTO)

Private sector partners:
Differs on each Dure project

Other (please specify):
Local municipal offices of the project

Mechanisms

Training/capacity building:

The Tour Dure Center provides training, field trips, mentoring program, and pilot initiatives.

Other:

PR and marketing support

IMPACT:

This initiative serves as a driver for the creation of local tourism businesses in the community. Since its inception, not only has tourism demand increased in the region but additionally socioeconomic opportunities have been provided to various vulnerable members of society such as youth, multi-cultural women and the elderly.

- Currently, 41 regions are taking part, 50 PDs have been established, 1363 local residents are participating, and 130 businesses have been established.

- 31.1% of the businesses are in 'experience', 30.5% are in 'food and beverage', 17.4% are in 'souvenirs', 10.5% are in 'travel agencies' and 10.5% are in 'accommodation'.

- By 2022, the country's Government aims to expand the capacity of the Dure to a total of 1,125 community-based businesses.

LESSONS LEARNT:

1. By providing targeted support, community members can be enabled to locate and understand their rightful places within the tourism eco-system.

2. Through pursuing the geographical dispersion of benefits from tourism revenues, emphasis is placed on a collective all; rather than a selected few.

3. Collating knowledge and resources for designing of tourism products is best done when working as a group, and the importance of individual contribution is best highlighted within a collective.

4. Demonstrates how by placing focus on long term development and social needs, a project can achieve both tourism goals and social innovation.

5. The use of cultural ties and meaning within brand creation can allow the establishment of a community spirit, something of value that will last long after businesses have been established.

#14
RWANDA:
THE TOURISM REVENUE SHARING PROGRAMME.
DIRECTING DISTRIBUTION OF EQUITY

Source: G20 and 2020 invited countries survey.

KEY TAKEAWAY POINTS:

- Complementarity and additionality
- Demand led approach to CBT
- Community identity and participation
- Tourism as a tool for modernization

BACKGROUND AND INITIATIVE DESCRIPTION:

Tourism serves as Rwanda's primary source of foreign currency and is recognized nationally as a tool for economic transformation and modernization. The WTTC notes that Rwanda's travel and tourism sector experienced one of the fastest growth rates in the world, growing by 13.8% in 2018, and contributing USD 1,4 billion to the country's economy during this same period. Travel and tourism now account for 14,9% of the total Rwandan economy and one of its biggest foreign exchange earners. Business/conference tourism and wildlife gorilla tourism are its main tourism products. Beginning in 2005 and still ongoing, the Tourism Revenue Sharing Programme was initiated by the Rwandan Government to guide investment in areas surrounding the country's national parks thereby directing the economic benefits from wildlife tourism to the local communities residing in national parks, as well as providing direct and indirect employment. Revenue is also used to develop infrastructure for schools, health facilities and more.[115]

OBJECTIVE:

To ensure sustainable conservation of the national parks with the participation of the neighbouring communities thereby contributing to improving their socioeconomic conditions and quality of life. This is realized through annually remitting 10% of total park entry fees to fund various community projects.

CRITERIA FOR COMMUNITY SELECTION AND ACCOMPANYING EVALUATION INDICATORS:

- **Natural environment and attractions:** Availability of tourism attractions (natural and cultural)
- **Safety and security:** Poaching rate and site protection
- **Community size:** Social impact to the community
- **Average per capita income:** Tourism contribution to the local community
- **Proximity to and interaction with the national park:** Environmental sensitivity

115 Luberwa, A. (2017), *Women entrepreneurship and the facilitative role of the government: a study in Rwanda,* Ph.D. thesis, Mangalore University.

Munanura, I. E. et al. (2016), 'Perceptions of tourism revenue sharing impacts on Volcanoes National Park, Rwanda: a Sustainable Livelihoods framework', *Journal of Sustainable Tourism,* volume 24 (12), pp. 1709–1726, DOI: 10.1080/09669582.2016.1145228.

Nielsen, H. and Spenceley, A. (2010). 'The success of tourism in Rwanda: Gorillas and more. Background paper for the African success stories study', *Background paper for the World Development Report 2011,* World Bank, Washington, D.C.

Rwanda Development Board (2020), *Tourism Revenue Sharing Programme: Policy and guidelines.*

Kamuzinzi, P.K.; Shukla, J. and Ndabaga, E. (2015), 'The effectiveness of Rwanda Development Board tourism revenue sharing program towards local community socioeconomic development: A case study of Nyungwe National Park', *European Journal of Hospitality and Tourism Research,* volume 3 (2), pp.47–63.

Tasamba, J. (2019), 'Rwandan communities play critical role in conservation – Former poachers now dedicated protectors of wildlife', *World Africa,* published on 31 August 2019 (online), available at: www.aa.com.tr/en/africa/rwandan-communities-play-critical-role-in-conservation/1569539 (14-05-2020).

World Economic Forum (2019), *The Travel and Tourism Competitiveness Report 2019: Travel and Tourism at a Tipping Point,* WEF, Geneva (online), available at: http://www3.weforum.org/docs/WEF_TTCR_2019.pdf (15-06-2020).

IMPLEMENTATION:

Implementation	Mechanisms	Beneficiaries
Lead agency/organization: Rwanda Development Board	**Direct funding:** Infrastructure development: Through allocation of profits 5% or 10% from parks revenue per annum to fund indigenous community projects.	**Municipalities:** Districts and sectors
Public sector partners: Ministry of Local Government		**Private sector** (SMEs/entrepreneurs): Local cooperatives and community-based organization's
Private sector partners: Local cooperatives	**Regulatory framework:** Supported by the National Strategy for Transformation and the 2013 Wildlife Policy which identified tourism as a key economic driver of the Government's decentralization policy in that it helps to empower local communities through their self-development.	**NGOs:** Faith based organizations supporting communities Local business associations, grouped in cooperatives (handicrafts, agriculture, bee keeping and community tourism etc.)
Other: Churches, faith-based organizations		**Other:** Schools and health operators

IMPACT:

- Between 2005 and 2019 more than USD 5.6 million USD were invested in 689 projects in communities adjacent to the three national parks of Volcanoes, Akagera and Nyungwe, including: building school classrooms, water harvesting facilities, providing homes for vulnerable families, building modern markets, community health centres and small dairies.

- Since 2017, the percentage of fees allocated to projects has doubled from 5% to 10%.

- The Tourism Revenue Sharing and Special Guarantee Fund Programmes has led to an improvement in the lives of Rwandans living adjacent to national parks, as well as generating support from these communities to protect the national parks and their wildlife/biodiversity.

- Awareness on the value of conservation to tourism has been created and the communities are leading contributors to the conservation of the wildlife and biodiversity in all protected areas – with previous wildlife poachers now becoming champions of conservation through the programme.

- An increase in population of endangered mountain gorillas from 480 to 604 has been observed during this period.

- Improvement of gorilla trekking experience for visitors.

LESSONS LEARNT:

1. By utilizing a bottom up approach to planning and policy formulation, CBT can facilitate the direct distribution of equity from tourism incomes to local communities.

2. All governmental officials involved in CBT should demonstrate the capacity to delegate authority to communities through decentralized decision-making processes which allows them to decide their own futures.

3. Tourism, when harnessed correctly, has the power and potential to serve as a connector between people and matters that concern the sustainability of their environments.

4. The Tourism Revenue Sharing Programme is a popular strategy for integrated wildlife conservation and an effective way of increasing local development sustainably around protected areas.

5. Trust can be established between national bodies and local communities through unity over park conservation and poverty reduction.

#15
SAUDI ARABIA:
NEW DEVELOPMENTS IN ALULA

Source: G20 and 2020 invited countries survey.

KEY TAKEAWAY POINTS:

- Community both driving and directly benefitting from development
- Sustainability and sensitivity to heritage, history, culture, and environment emphasized
- Investment in both community (training, education etc.) and physical developments (infrastructure, hospitality facilities etc.)
- •Economic diversification vital, alongside focus on tourism as the major economic driver

## BACKGROUND AND INITIATIVE DESCRIPTION:

Saudi Arabia's Vision 2030 is diversifying the Kingdom's economy with tourism identified as a key pillar, targeted to contribute 15% to the national GDP through increasing leisure, visiting friends and relatives (VFR), and meetings, incentives, conferences and exhibitions (MICE) overnight visits to Saudi Arabia from 25 million to 85 million. Vision 2030 is also committed to developing Saudi citizens' and communities' capacities, jobs, and economic opportunities with an ultimate goal to create 2 million jobs.

AlUla is a region of outstanding natural and cultural significance in north-west Saudi Arabia, covering 22,561 km². It is home to Saudi Arabia's first UNESCO World Heritage Site, the Nabataean tombs of Hegra, as well as other sites across 200,000 years of human history including prehistoric burials, the ancient kingdom of Dadan, the petroglyphs of Jabal Ikmah and the Islamic Old Town. It is closely located to a range of target markets domestically in MENA, Africa and internationally, while also enjoying close synergy with other new destinations in Saudi Arabia. Crucially, it is home to a community of around 46,000 people who are considered the true guardians of the region's history, heritage and nature.

The Royal Commission for AlUla (RCU) was established by Royal Decree in 2017 with a mandate to develop AlUla into a global destination for cultural, heritage and nature tourism. RCU's charter commits it to a responsible, sustainable and sensitive approach to this urban and economic development; one that preserves the area's natural and historic heritage, while establishing AlUla as a desirable location to live and work for its local community.

RCU's is working closely with the local community, as well as a range of local and international partners and experts, to deliver this sustainable development and environmentally and historically sensitive transformation of AlUla. This includes capital projects for new tourism initiatives with international developers, as well as extensive investment in the local community. Through these training, education and capacity building programmes, RCU is empowering the AlUla community to seize new job opportunities, stimulating entrepreneurship, and ensuring the communities' inclusion across the entire tourism and wider economic development process.
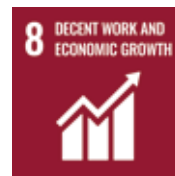
OBJECTIVE:

The objective of the Royal Commission is to establish AlUla as a global destination for cultural, heritage, and nature tourism. At the same time, RCU will ensure this development is sustainable, supports the diversification of the economy, and is inclusive of the local community.

Ultimately, RCU will turn AlUla County into a living museum, creating memories that visitors will share with the world. With heritage the main asset of AlUla, RCU will offer visitors a unique journey through time.

Vision:
AlUla, the place of heritage for the world.

Mission:
Turn AlUla into a museum, creating memories that visitors share with the world.

Strategic pillars:
- Local Community, Art and Culture.
- Tourism, Nature and Heritage
- Economic Diversification

Enabling pillars:
- Physical Development and Investment
- Enabling services
- Institutional Excellence

CRITERIA FOR COMMUNITY SELECTION AND ACCOMPANYING EVALUATION:

Natural environment and attractions:	Area of rehabilitated natural vegetation in AlUla; Number of reintroduced animal species; Percentage of terrestrial protected area (out of total); Kilometres of activated natural trail; Air Quality Index; Percentage of urban solid waste that is recycled; Percentage of reuse of treated wastewater; Percentage of renewables in total energy requirements; Number of attractions activated.
Tangible/intangible cultural heritage:	Number of heritage Sites open to visitors; Number of World Heritage Sites recognized by UNESCO; UNESCO heritage sustainability index; Number of annual heritage events; Number of arts and culture infrastructures at AlUla; Percentage of residents in AlUla working in arts and culture.
Existing connectivity and transport:	Length of paved roads in tourist areas and destinations; Percentage of mobile network coverage; Ratio of wireless broadband coverage; Number of annual journeys in public transport per capita.
Existing tourism infrastructure:	Number of hospitality room keys; Number of residential units; Number of calendar events; Number of arts and culture events.
Safety and security:	Number of crimes per 1,000 inhabitants; Emergency response time; Number of accidental fatalities per 1,000 inhabitants.
Private sector potential investment:	Percentage of CapEx for AlUla development financed by external investors; Amount of FDI inflows; Percentage of FDI inflows to AlUla GDP*; Business satisfaction level with local regulations; Transparency level of regulatory system.
Income distribution:	Average monthly income per capita; Number of jobs generated in the tourism sector; Number of jobs generated from other sectors; Number of SMEs (LLC) created in AlUla; Percentage SMEs contribution to AlUla GDP; Survival rate of new SMEs created in AlUla.
Unemployment rates:	Total unemployment rate; Employment rate of people with disabilities; Employment rate of women.
Education and human resources:	Percentage of population with tertiary education; Number of upskilled AlUla residents; Number of non-religious NGOs active per 1,000 inhabitants; Number of volunteers.
Share of women (% population):	Percentage of women participating in the workforce.
Residents satisfaction level:	Percentage of residents' satisfaction with tourism areas, services and utilities, the quality of jobs provided, and quality of life.

IMPLEMENTATION:

Implementation	Mechanisms	Beneficiaries
Lead Agency/Organization: The Royal Commission for AlUla **National-level partners:** Ministry of Tourism, Ministry of Culture, Ministry of Economy & Planning, Ministry of Health, Ministry of Transport, General Authority of Civil Aviation, Entertainment Authority, Strategic Management Office, Tourism Development Fund, AlUla Youth Business Council, 7 local AlUla NGOs **Intergovernmental partners:** Government of France – Strategic partnership across RCU sectors via AFALULA **Knowledge partners:** Colleges of Tourism and Archaeology at King Saud University (Saudi Arabia), Institut du Monde Arabe, College of African Wildlife Management **IGO partners:** UNESCO **Conservation partners:** Panthera **Private Sector Partners:** Accor Hotels, Aman, Ferrandi, Habitas Turquoise Mountain	**Mechanisms:** **Training and capacity building:** Educational scholarships; Onsite training of employees; Community training (chefs, tour guides, park rangers); Community engagement (Hammayah programme) **Infrastructure development:** Enhancing public transportation, telecommunications, energy, water, waste management etc.; Development, protection, and conservation of heritage assets – including improved accessibility **Incentives for private sector investment:** Available land for attractive businesses; Administrative assistance; Government requirement facilitation; Guaranteed minimum revenue; Tax-free and no charge on the businesses revenue. **Regulatory framework:** Improved local regulations; Nature protection policies; Heritage conservation policies.	**Municipalities:** Al Ula **Private sector (SMEs/entrepreneurs):** NGO's Local business associations Local residents International and domestic tourists Regional and national economies and reputation as a destination

IMPACT:

- 8,000 new jobs in AlUla by 2035.
- 1,000 scholarships among AlUla community.
- 120 billion SAR cumulative contribution to national GDP by 2035.
- 2 million visitors per year by 2035.

LESSONS LEARNT:

1. The community can be placed at the fore front of decision-making when development occurs at a pace that is contingent with their needs.

2. In engaging the community in protection of their own cultural assets, regional cohesion is strengthened as all become part of a larger community moving towards a common goal.

3. Critical skills training and support programmes for young people (e.g. the Hammayah training programme for 2,379 community members) are enhancing community cohesion and development with lasting economic benefits. This demonstrates the importance of community upskilling and capacity building.

#16
SWITZERLAND:

THE SWISS PARKS PARTNERSHIP PROGRAMME.
SYNERGY THROUGH PARTNERSHIPS

Source: G20 and 2020 invited countries survey.

KEY TAKEAWAY POINTS:

- Synergy through partnerships
- Inclusion through accessible tourism
- Innovation engenders environmental tourism offers
- Importance of responsible destination stewardship

BACKGROUND AND INITIATIVE DESCRIPTION:

In the 18th and 19th century Romantic literature and art inspired enthusiasm around the world towards the mountains. Around this time Thomas Cook, the English travel agent, created the first package holiday to Switzerland. The ever-growing popularity of winter sports made Switzerland to become a popular visitor destination which still is today.[116] The strategic focus on tourism in this country places emphasis on promoting entrepreneurship through tourism policy; with regulations streamlined to reduce costs for SMEs and enable businesses in the tourism sector to expand their capacity. Focus is also on exploiting opportunities presented by the digital economy in enhancing the tourism offerings and market presence.[117].

The 19 Swiss Parks are mainly located in the Alps and Jura mountains. They are considered as model parks for sustainability as they have developed inclusive eco and adventure tourism experiences and strive to make tourism sustainable. Each park's establishment was initiated by local residents and serves as a source of community pride. The parks combine outstanding natural beauty with cultural offerings and their creation aims to preserve, and maintain this valuable, cultural and natural terrain. Currently in operation are 18 unique parks while the 19th is in the establishment phase. Beginning in 2018 and running until 2020 in a national

process, the parks have defined seven core sustainability values that shall be shared and lived within the parks' communities: cooperation, regional value creation, innovation and quality, regional identity, fairness, conservation and promotion of natural resources, awareness raising and education for sustainable development. Based on these values, the parks have identified a set of criteria that can be used during an audit to evaluate whether a business (hotels, restaurants, B&B, tour guides, etc.) complies with the values and can become a "partner of the park". For any non-complied criteria, an action plan is created for the company to make the necessary improvements. A four-year contract is then signed between the business and the Park and counts as a local partnership based on a national standard (the partner will be publicized communicated on every national platform).

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116 Discover Switzerland (n.d.), *Tourism* (online), available at: https://www.eda.admin.ch/aboutswitzerland (15-06-2020).

117 State Secretariat for Economic Affairs (2018), *Tourism strategy of the Swiss Confederation* (online), available at: www.seco.admin.ch/ (15-06-2020).

OBJECTIVE:

Develop a community of local business actors (primarily focussing on tourism businesses) in the Swiss Parks, that abide by high sustainability standards as defined by the parks, and enhancing collaboration/synergies between businesses, the parks and other local actors.

CRITERIA FOR COMMUNITY SELECTION:

- Natural environment and attractions
- Tangible and intangible cultural heritage
- Governance structure

IMPLEMENTATION AND OUTCOME:

As the programme is carried out in an audit process, it is successful at ascribing responsibility through business practices. By ascribing a set of values which businesses can follow to become a partner of the park, synergy is created, as organizations form a collective and move towards a common set of goals. This approach builds up the capacity to facilitate sustainable forms of tourism and subsequent adoption of CBT. That being said: the current outcomes deduced from the implementation of this programme would be the synergies created between the parks, municipalities and SME, touristic businesses, hotel restaurants etc.

Implementation	Mechanisms	Resources
Lead agency/organization: Swiss Parks Network	**Direct funding:** **Training/capacity building:** strategic development to build up the capacity of local tourism actors.	**Financial:** USD 80,000
Public sector partners: State Secretariat of Economic Affairs SECO	**Regulatory framework:** Supported by tourism strategy and policy which places priority on creating environments which foster and support tourism businesses and entrepreneurship	**Human:** 1 project leader, 1 expert, Staff of parks (about 10 people)
Private sector partners: Touristic businesses: hotels, restaurants, guides, etc.	**Other:** **institutional strengthening:** Consumer led information: Consumers can choose between a business which is engaged in sustainability	**Sources:** 30% financed by SECO (Innotour/project of innovative tourism), Financed by parks (municipalities)

Whilst this is an achievement, it is worth noting that indicators relating to the values used as definition for criteria have not yet been defined. The adoption and implementation of monitoring mechanisms is crucial in evaluating the direct impact of initiatives and will be included in a follow-up project. Subject to the availability of data, the selection of indicators chosen for monitoring should reflect the criteria and values and how these are being applied in a metric sense within the business operations being audited within the programme. This is crucial, as the process of developing tourism that is inclusive and community-based requires managing and monitoring of the impacts of tourism-related activities, and subsequent programmes such as this which are designed to preserve and maintain natural and cultural assets.

LESSONS LEARNT:

1.   It is important to acknowledge and recognize the endeavours of local businesses within the field of sustainable regional tourism development.

2.   For further development to occur, targeted support in the form of training and advice should be provided to local businesses.

3.   To create synergies between municipalities and the private sector; local businesses must be included in developing and implementing national, local or regional tourism strategies.

4.   Tourists can be educated about CBT practices and sustainable etiquette with valuable and reliable information on natural resources, as well as sustainable engagement of local business communities.

#17
TANZANIA:
WOMEN FARMING FOR THEIR FUTURE

Source: Equality in tourism (2020), Tanzania Update: Women farming for their future (online), available at:
https://equalityintourism.org/tanzania-update-women-farming-for-their-future/ (15-06-2020).

KEY TAKEAWAY POINTS:

- Facilitation of mediation
- Sustainable supply chain management
- Stakeholder engagement
- Creating linkages

BACKGROUND AND INITIATIVE DESCRIPTION:

The tourism sector in Tanzania has experienced rapid growth in the past few years with wildlife safaris, cultural and ecotourism increasing in popularity. Beginning in 2018 and ongoing, women farmers from rural communities are trained and mentored enabling them to acquire the skills needed to tap into the local markets as produce suppliers. Once members have finished training, networks are established with local hotels and tour operators to facilitate the sale of crops.

OBJECTIVE:

To support women in local communities to develop and transform their agricultural practices into a business and to create powerful relationships between communities and the private sector.

IMPLEMENTATION:

Implementation	Mechanisms
Lead agency/organization: Equality in Tourism	**Training and capacity building:** 120 women trained by local experts
Private sector partners: Local hotels and tour operators	**Infrastructure development:** Small green houses and other assistance
Other: NGO and non-profit organization: Kilimanjaro Women Information Exchange and Community (KWIECO)	

IMPACT:

- 120 women have been trained in new methods of farming, business processes, entrepreneurship, legal rights and women's empowerment; for example, in the Namwai village, skills gained have enabled growth of new in-demand vegetables such as butternut squash.

- 60 farmers from two villages have established the Wamboma Women's Cooperative.

- Individual incomes have doubled to quadrupled, and financial savings as a result of the scheme have increased between 900% and 1,666%, with average weekly savings going from GBP 0.30 to GBP 3–5.

- Products are now being sold to hotels in the Kilimanjaro, area as well as Stella Maris partner.

- Due to improved farming practices, women have increased food surplus to feed their families.

LESSONS LEARNT:

1. Economic empowerment can be realized through supplementing income from multiple sources along the tourism value chain.

2. By encouraging women to achieve their own financial freedom, gender equality is facilitated.

3. Rural sustainable development is achieved through the optimization and development of infrastructural offerings which facilitate rural, sustainable and non-mass agricultural practices.

#18
TURKEY:

PROJECT CAPACITY DEVELOPMENT FOR SUSTAINABLE COMMUNITY-BASED TOURISM

Source: G20 and 2020 invited countries survey.

10 REDUCED INEQUALITIES

KEY TAKEAWAY POINTS:

- Capacity building is key to destination competitiveness
- Tourism is not an end in itself but a means to an end
- Decentralization enables inclusive tourism development
- Geographical dispersion of tourism benefits promotes CBT

BACKGROUND AND INITIATIVE DESCRIPTION:

Beginning in 2012 and running until 2019, as part of a national process initiated by the Turkish Ministry of Culture and Tourism, a pillar system approach consisting of capacity assessment, capacity assessment response and replication, and strengthening of good examples was implemented in order to build destination capacity for planning, implementation and monitoring of CBT.[118]

OBJECTIVE:

The project aimed to develop national and local capacities for planning and implementation of sustainable community-based tourism in Turkey to resolve issues of CBT not occurring spatially within the region and thus limiting its benefits geographically.

IMPLEMENTATION:

Implementation	Mechanisms	Resources	Beneficiaries
Lead agency organization: UNDP **Public sector partner:** Ministry of Culture and Tourism	**Training and capacity building** **Regulatory framework:** Provided input for the tourism strategy of Turkey 2023, with focus on diverse tourism activities and alternative tourism initiatives.	**National budget:** USD 658,000	**Municipalities:** Kemaliye Municipality, Erzincan, Turkey **Private sector:** SMEs/entrepreneurs **NGOs:** tourism NGOs in Kemaliye **Local business associations:** Pensions, boutique hotels, restaurants in Kemaliye

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118 United Nations Development Programme (2017), *Capacity Development for Sustainable Community Based Tourism* (online), available at: www.tr.undp.org/ (17-06-2020).

LESSONS LEARNED:

1.   To ensure the equal and geographical dispersion of benefits, capacity development for CBT must include establishments at all levels: local, national and regional levels.

2.   Communities' capacity can be built up through the diversification of the tourism product to alternative forms of tourism.

3.   Local tourism value chains can be strengthened when the social capacity of locals is identified and built upon.

#19
VIET NAM:
ENVIRONMENTAL AND RESPONSIBLE TOURISM CAPACITY DEVELOPMENT PROGRAMME (ESRT)

Source: G20 and 2020 invited countries survey.

KEY TAKEAWAY POINTS:

- Good governance structures are a precondition for responsible tourism development
- Well-trained human capital at all levels ensures efficient management across the tourism value chain
- Mainstreaming responsible tourism increases competitiveness of the sector
- Overseas development assistance is crucial for tourism in developing countries

BACKGROUND AND INITIATIVE DESCRIPTION:

The European Union (EU) has supported the development of tourism in Viet Nam since the mid 1990s. At the request of the Government of Viet Nam the EU funded a study on *Human Resources Development in Tourism i*n 1997. An important finding of the study was that training demand would far outstrip the supply of training institutions in the period up to 2010; and that the pace of expansion in Viet Nam would make it impossible for that training demand to be met using a Hotel/Tourism-school-only approach.

Consequently, the European Commission and the Government of Viet Nam reached an agreement to finance the implementation of a Human Resources Development in Tourism Project with duration of six years between on February 2004 and February 2010. This was well managed and resulted in the introduction of a modern tourism skills standards system (Vietnam Tourism Occupational Skills Standards – VTOS) for entry-level operative staff in the entire country, as well as the development of a complementary system of workplace-based training and accreditation through the Vietnam Tourism Certification Board (VTCB).

The success of the above project enabled the Government of Viet Nam to request funding assistance for a new project from the EU focussing on alleviating institutional impediments to tourism development and capacity development for the entire sector in line with VNAT's Human Resources Development Programme, 2015. The proposal was rigorously reviewed and funded after an assessment by The EU Delegation in Viet Nam.[119]
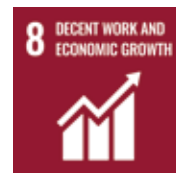
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119 Vietnam Tourism (n.d.), *Environmentally and Socially Responsible Tourism Capacity Development Programme* (online), available at: http://vietnamtourism.gov.vn/esrt/default.aspxportalid=5&tabid=562.htm (15-08-2020).

OBJECTIVE:

The overall aim of the ESRT is to strengthen institutional and human capacity in order to fully realize the substantial socioeconomic development benefits available from the tourism sector while protecting and enhancing the resources (natural and cultural) on which the sector depends. It builds on the success of the former EU-intervention, sustains, and further expands on the VTOS system.

Project objectives:

- To mainstream responsible tourism principles into Viet Nam's tourism sector to enhance competitiveness and contribute to achieving socioeconomic development plan; and
- To promote the delivery of environmentally and socially responsible tourism services as part of Viet Nam's Tourism Sector Strategy.

CRITERIA FOR COMMUNITY SELECTION AND EVALUATION:

- Good governance structures
- Private sector potential investment
- Safety and security

IMPLEMENTATION:

Implementation	Mechanisms	Resources	Beneficiaries
Lead agency/organization: European Union	**Direct funding:** March 2011 – November 2016	**Financial:** USD 12.1 million development fund	Tourism ministry officials Tourism enterprises and tourism institutions Local tourism and hotel associations Tourism employees
Public sector partners: Ministry of Culture, Sports and Tourism	**Training/capacity building:** Training courses for tourism officials, enterprises, institutions, employees and local communities		
Private sector partners: Numerous tourism institutions and associations	**Regulatory framework:** Support in conducting tourism standards, annual tourism reports, policies and regulations, etc.		

OUTCOMES:

- Policy support and institutional strengthening: The staff of the Ministry of Culture, Sports and Tourism (MCST), VNAT and provincial tourism administrations are qualified in socially and environmentally responsible tourism policymaking, planning and management.

- Product competitiveness and public-private partnerships: The capacity of the tourism associations, local tourism stakeholders and the private sector was strengthened through public-private partnerships making them to become more competitive.

- Vocational education and training in the tourism sector: The vocational training system in tourism including the VTOS standards system is sustainable and covers the entire tourism sector.

LESSONS LEARNT:

1. Capacity building of all stakeholders in tourism is important for effectively planning, designing and managing responsible tourism.

2. Efficient resources management at the institutional level is important in attracting overseas development assistance and other donor funding for tourism development projects.

3. Collaboration through public-private partnerships is a driver of responsible tourism development.

ANNEXES

ANNEX 1:
G20 AND INVITED 2020
COUNTRIES SURVEY

This annex sumarizes the results of the survey conducted among G20 and 2020 invited countries (25 responses out of 27 surveys)

It is worth noting that most countries agreed with the proposed **definition of a community, with emphasis being placed on the cultural, geographical and economic dimensions,** respectively.

Further, **tourism is seen as a relevant tool for inclusive community development among all countries, and inclusive community development is reflected in most members' national policy objectives with employment and international arrivals being the top objectives,** followed by revenue and sustainability.

Interestingly, **most countries tended to prioritize the economic potential when selecting a community to implement programmes aimed at inclusive community development through tourism rather than on social needs** (e.g., income distribution, employment or inclusion of youth, and women).

Notwithstanding, **employment and reinforcement of local economy were most frequently cited as the main benefits of inclusive development through tourism,** followed by creation of indirect and induced jobs, preservation and promotion of local cultures and traditions and improved access, infrastructures and services.

The lack of adequate skills and environmental pressure were identified as the top challenges faced by the countries, followed by lack of infrastructures, connectivity and services, fear of increased impact and pushback from local communities. However, important opportunities spanned both supply (e.g., resilience, innovation) and demand (e.g., authenticity, environmental awareness).

All the countries identified tourism strategy, planning and management as the key enablers of inclusive community development through tourism. Additionally, they identified tourism strategy, products, marketing, human capital and infrastructure as key metrics for monitoring and evaluating programmes for ICD through tourism.

Interestingly, **all but three of the twenty-five countries already have inclusive tourism incorporated within their international development programmes, with the same number believing that G20 members should provide further support in the form of external development assistance** (including financial support, technical assistance and knowledge sharing) through national development agencies, multilateral development agencies, multiple donor and other entities respectively **to support and promote inclusive and sustainable tourism within and beyond G20 countries.**

A. DEFINITIONS

A1. Inclusive community development can be defined as, *"Development that provides both social and economic benefits to all local groups while minimising possible negative impacts."* **Does this description match your interpretation** of the term?

No. of countries which mentioned the following dimensions

Yes
21
(84%)

4
(16%)
No

14 — Geographical
19 — Cultural
10 — Economic
3 — Demographic

✚ *[...] notion of well-being of the communities. Participation of (local) groups in the decision making process is just as important."*

🇮🇹 *"[...] group of people living in a particular territorial area, who share language, customs and traditions."*
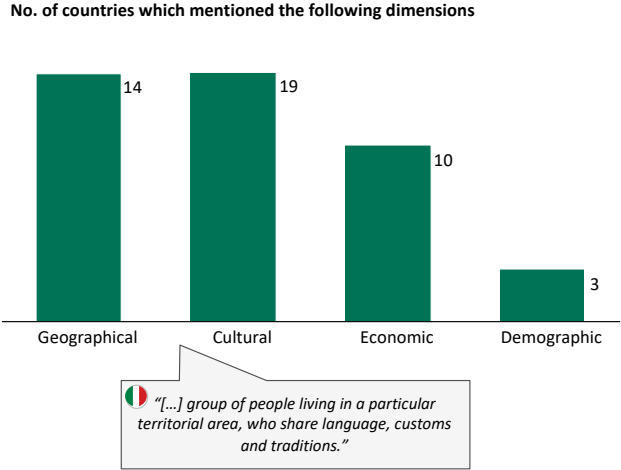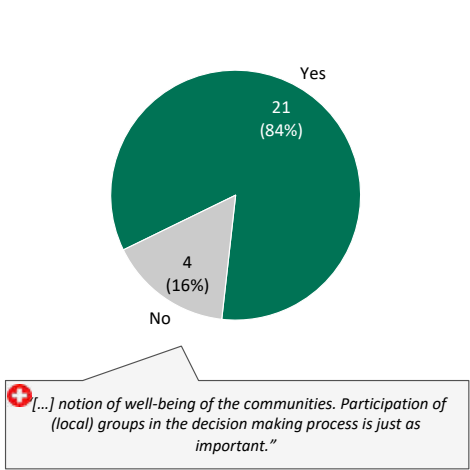
A1 Note: Switzerland answered both "yes" and "no", recommending to adjust the definition to emphasize positive environmental contributions. Switzerland's response has been listed as "no" in the chart above.

B. RELEVANCE IN POLICY (1/2)
TOURISM IS SEEN AS RELEVANT FOR INCLUSIVE COMMUNITY DEVELOPMENT AMONG ALL COUNTRIES

B1. Is inclusive community development reflected in your **national policy objectives**?
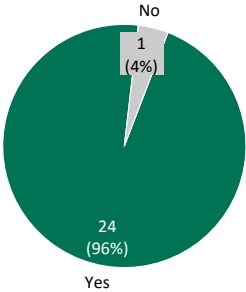
B2. Is **tourism identified as relevant** for inclusive community development in your country?

No
1
(4%)

24
(96%)
Yes

Countries cited a range of economic and social policy objectives, including job creation, poverty elimination, education and connectivity

No
0
(0%)

25
(100%)
Yes
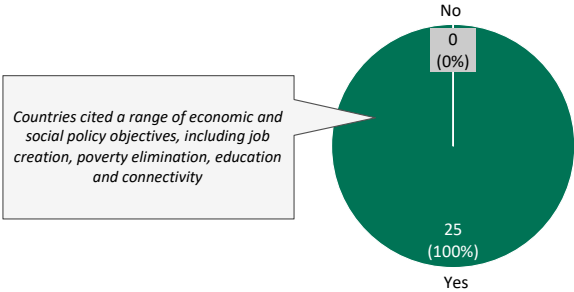
B. RELEVANCE IN POLICY (2/2)
COMMUNITY DEVELOPMENT IS REFLECTED IN ALL COUNTRIES' TOURISM POLICIES, WITH EMPLOYMENT BEING THE TOP OBJECTIVE

B2 (continued). Is inclusive community development reflected in your **national tourism policy objectives**?

No. of countries which identified the following tourism objectives

Objective	Count
Employment	9
International arrivals	9
Revenue	7
Sustainability	6
Destinations	5
GDP	5
Diversification	4
Length of stay	3
Social development	3
Domestic tourists	2
Other	7

No 0 (0%)   Yes 25 (100%)
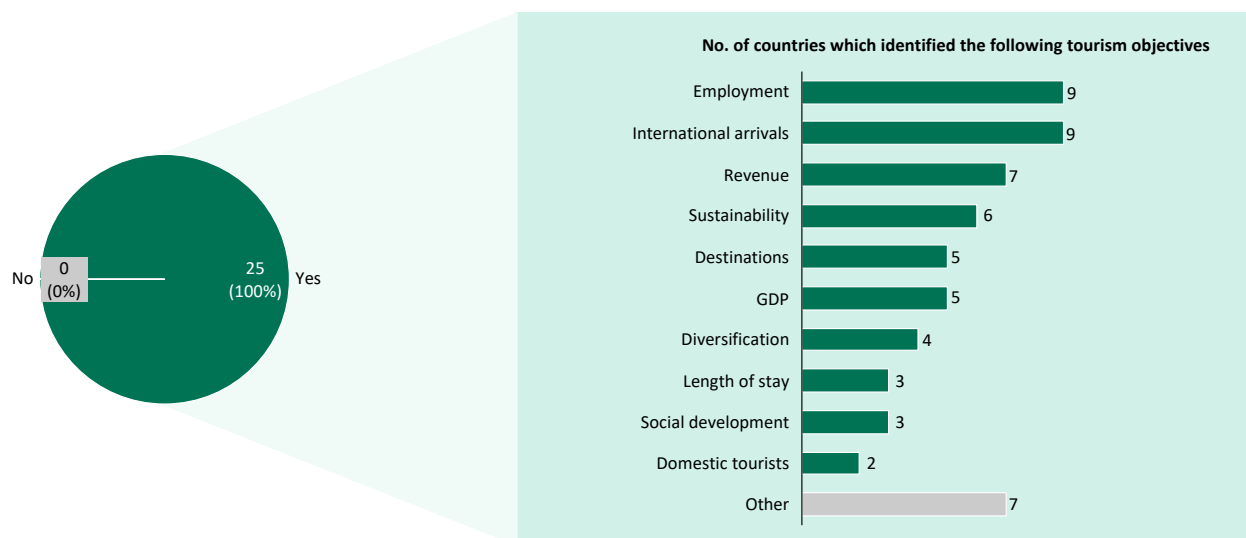
C. BENEFITS, CHALLENGES AND OPPORTUNITIES (1/3)
EMPLOYMENT AND REINFORCEMENT OF LOCAL ECONOMY ARE MOST FREQUENTLY CITED AS THE MAIN BENEFIT OF INCLUSIVE DEVELOPMENT THROUGH TOURISM

C1. What are the **main benefits of employing tourism** as a means to achieve **inclusive community development**?

Number of countries which identified each factor as a key benefit

Benefit	Count	Category
Creation of direct jobs	18	Economic
Reinforcement of local economy	18	Economic
Creation of indirect and induced jobs	17	Economic
Preservation & promotion of local culture & traditions	15	Social
Improved access / infrastructure / services	16	Social
Diversification of economy	13	Economic
Retain local population	10	Social
Improvement of local community wellbeing	15	Social
Enhanced preservation of local environment	14	Environmental
Livelihoods for vulnerable groups & minorities (women & youth)	13	Social
Opportunities for entrepreneurs	12	Economic
Build resilience	12	Social
Generation of funds to preserve cultural and natural assets	12	Environmental

Economic   Social   Environmental

C. BENEFITS, CHALLENGES AND OPPORTUNITIES (2/3)
THE LACK OF ADEQUATE SKILLS AND ENVIRONMENTAL PRESSUE ARE THE TOP CHALLENGES FACED BY COUNTRIES

C1. What are the **main challenges of employing tourism** as a means to achieve **inclusive community development**?

Number of countries which identified each factor as a key challenge

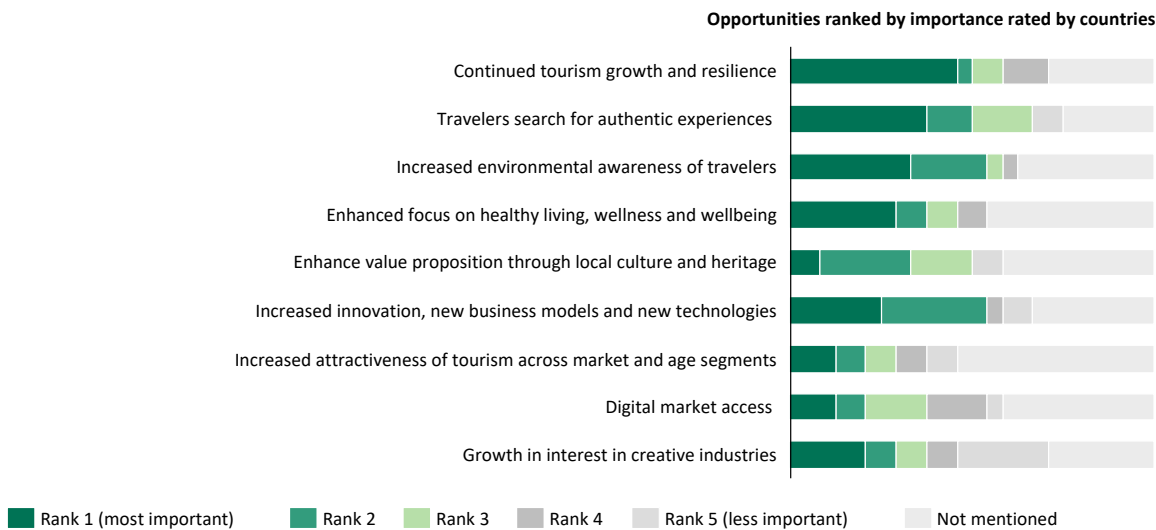| Challenge	Number
Lack of adequate skills	17
Fear of pressure on environment and resources	16
Lack of infrastructure, connectivity, services	15
Pushback from local communities	13
Fear of increased impacts	14
Lack of attractiveness / respect of tourism as a career	12
Lack of private sector investment	13
Competition on resources	11
Lack of sustainable tourism growth plan	12
Lack of public sector investment	12
Lack of sharing economy policies	11
Aging population	11
Lack of visitor flow policy	11
Lack of governance structures	9

Legend: Economic, Social, Environmental

C. BENEFITS, CHALLENGES AND OPPORTUNITIES (3/3)
KEY OPPORTUNITIES SPAN BOTH SUPPLY (E.G. RESILIENCE, INNOVATION) AND DEMAND (E.G. AUTHENTICITY, ENVIRONMENTAL AWARENESS)
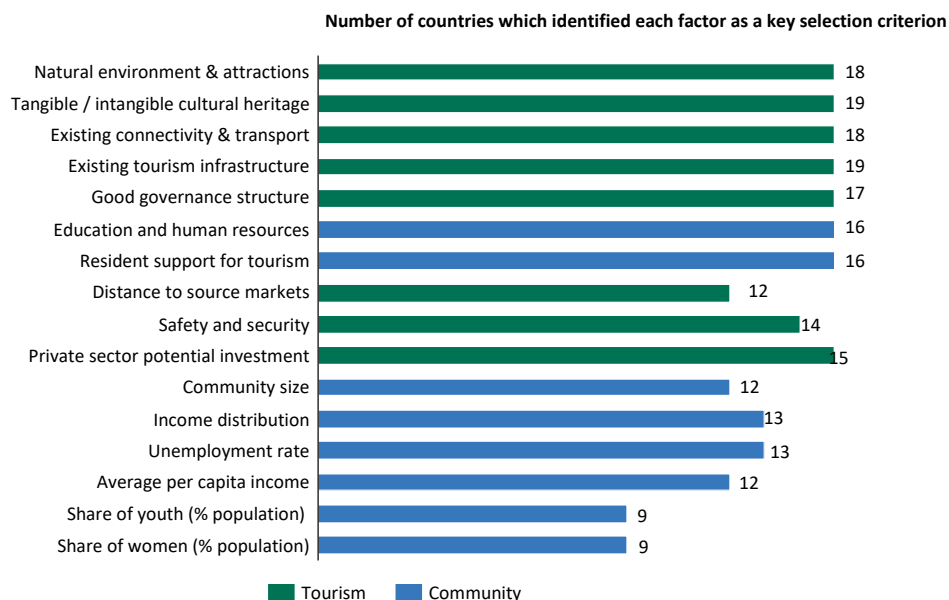
C2. Specifically looking into **tourism development**, which of the following trends do you see as the **main opportunities** in the context of inclusive community development?

Opportunities ranked by importance rated by countries

- Continued tourism growth and resilience
- Travelers search for authentic experiences
- Increased environmental awareness of travelers
- Enhanced focus on healthy living, wellness and wellbeing
- Enhance value proposition through local culture and heritage
- Increased innovation, new business models and new technologies
- Increased attractiveness of tourism across market and age segments
- Digital market access
- Growth in interest in creative industries

Legend: Rank 1 (most important), Rank 2, Rank 3, Rank 4, Rank 5 (less important), Not mentioned

D. IDENTIFICATION OF COMMUNITIES
COUNTRIES TEND TO IDENTIFY TOURISM COMMUNITIES BASED ON ECONOMIC POTENTIAL (E.G. ATTRACTIONS) RATHER THAN SOCIAL NEED
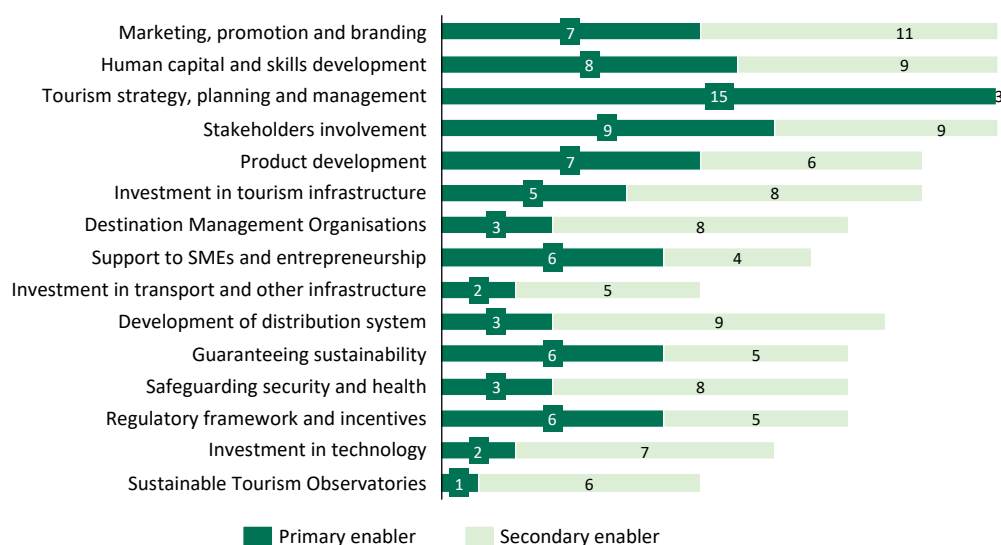
D1. What **criteria** should be prioritised when **selecting a community** to implement programs aimed at inclusive community development through tourism?

Number of countries which identified each factor as a key selection criterion

Factor	Value
Natural environment & attractions	18
Tangible / intangible cultural heritage	19
Existing connectivity & transport	18
Existing tourism infrastructure	19
Good governance structure	17
Education and human resources	16
Resident support for tourism	16
Distance to source markets	12
Safety and security	14
Private sector potential investment	15
Community size	12
Income distribution	13
Unemployment rate	13
Average per capita income	12
Share of youth (% population)	9
Share of women (% population)	9

Legend: ■ Tourism ■ Community

E. ENABLERS
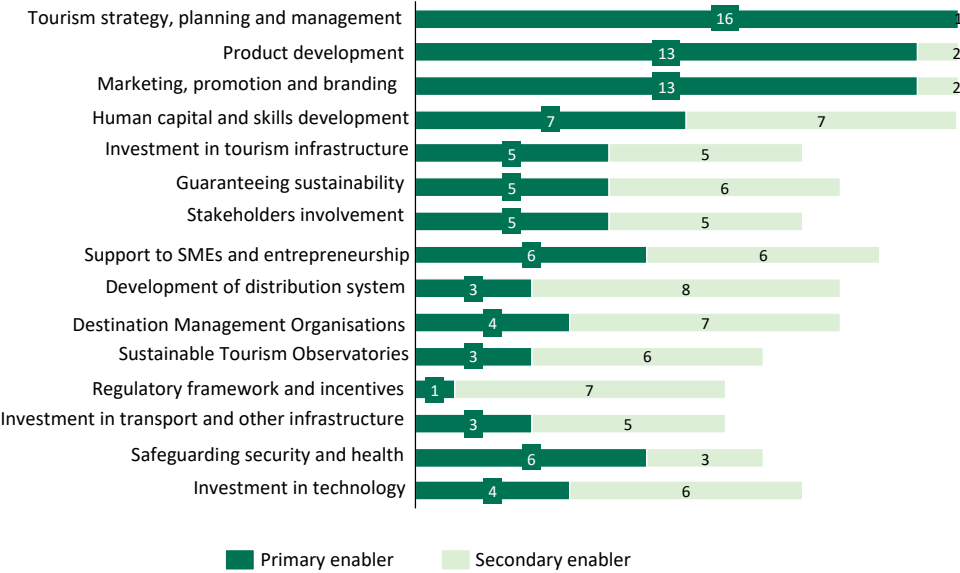### COUNTRIES IDENTIFIED TOURISM STRATEGY, PLANNING AND MANAGEMENT AS THE KEY ENABLER

E1. What **enablers are most important to realising tourism's potential** in the development of inclusive communities through tourism?

Enabler	Primary enabler	Secondary enabler
Marketing, promotion and branding	7	11
Human capital and skills development	8	9
Tourism strategy, planning and management	15	3
Stakeholders involvement	9	9
Product development	7	6
Investment in tourism infrastructure	5	8
Destination Management Organisations	3	8
Support to SMEs and entrepreneurship	6	4
Investment in transport and other infrastructure	2	5
Development of distribution system	3	9
Guaranteeing sustainability	6	5
Safeguarding security and health	3	8
Regulatory framework and incentives	6	5
Investment in technology	2	7
Sustainable Tourism Observatories	1	6

Legend: ■ Primary enabler ■ Secondary enabler

Note: Countries were asked to identify the key enablers and rank them according to importance – rankings of 1 (i.e. most important) are shown as "primary enablers" and rankings above 1 are shown as "secondary enablers".

F. METRICS
COUNTRIES IDENTIFIED TOURISM STRATEGY, PRODUCTS, MARKETING, HUMAN CAPITAL AND INFRASTRUCTURE AS KEY METRICS

F1. What would you consider to be **most important metrics to monitor and evaluate** the impact of programmes for inclusive community development through tourism?

Metric	Primary enabler	Secondary enabler
Tourism strategy, planning and management	16	1
Product development	13	2
Marketing, promotion and branding	13	2
Human capital and skills development	7	7
Investment in tourism infrastructure	5	5
Guaranteeing sustainability	5	6
Stakeholders involvement	5	5
Support to SMEs and entrepreneurship	6	6
Development of distribution system	3	8
Destination Management Organisations	4	7
Sustainable Tourism Observatories	3	6
Regulatory framework and incentives	1	7
Investment in transport and other infrastructure	3	5
Safeguarding security and health	6	3
Investment in technology	4	6

Note: Countries were asked to identify the key metrics and rank them according to importance – rankings of 1 (i.e. most important) are shown as "primary metrics" and rankings above 1 are shown as "secondary metrics".

G. EXTERNAL DEVELOPMENT ASSISTANCE (1/2)
MOST COUNTRIES ALREADY INCORPORATE INCLUSIVE TOURISM WITHIN THEIR INTERNATIONAL DEVELOPMENT PROGRAMS

G1. Is inclusive and sustainable tourism an explicit **national policy** in your country?

- No: 4 (17%)
- Yes: 20 (83%)
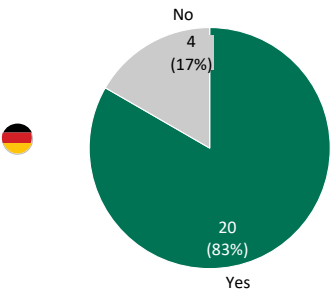
G2. If yes, is this policy reflected in your country's **development cooperation program** overseas?

- No: 7 (64%)
- Yes: 4 (36%)
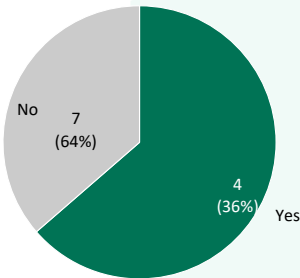
If yes, please highlight all the **types of support you are providing**.

- Financial: 10
- Technical: 19
- Operational: 18
- Other: 17
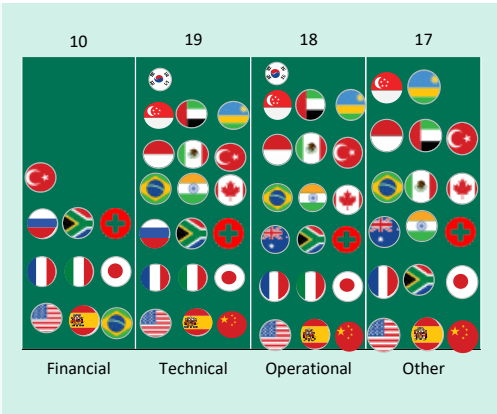
G. EXTERNAL DEVELOPMENT ASSISTANCE (2/2)
MOST COUNTRIES BELIEVE FURTHER SUPPORT SHOULD BE GIVEN INCLUDING FINANCIAL SUPPORT, TECHNICAL ASSISTANCE AND GLOBAL NETWORKING AND KNOWLEDGE SHARING.

G3. Through which channels do you usually provide support to projects of inclusive and sustainable tourism?

National development agency — 22
Multilateral development agency — 19
Multiple donor entities — 18
Other — 9

Other examples include the ASEAN Japan Center and Italo-Latin American Institute
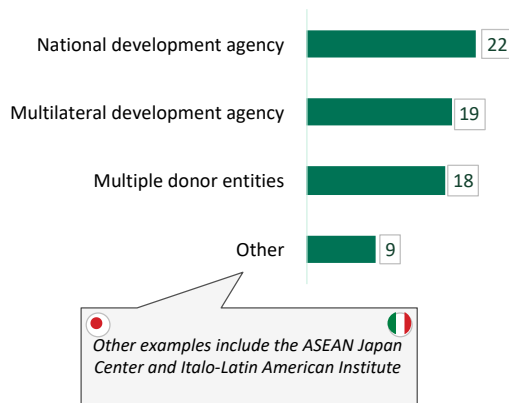
G4. Is global **support (e.g., global tourism program by G20)** needed at this time to promote inclusive and sustainable tourism?

No — 13% 3
Yes — 87%, 20
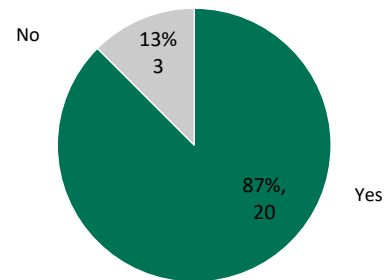
G4 Note: 3 countries did not answer the question, and have been included as "no" responses in the chart above.
Switzerland answered both "yes" and "no", adding suggestions on criteria to ensure additional global support can be valuable. Switzerland's response has been listed as "yes" in the chart above.

H. CASE STUDIES
PAST PROJECTS BY COUNTRIES SPAN A RANGE OF MECHANISMS, RESOURCES AND BENEFICIARIES

Mechanisms of support

Training / Capacity building — 17
Direct funding — 9
Regulatory framework — 9
Investment incentives — 7
Infrastructure development — 5
Other — 5

Resources

HUMAN
NUMBER OF PEOPLE

100 — Highest
96 — Median
4 — Lowest

Brazil's Pousada Uacari project involved 80 ecotourism guides, 10 Mamirauá Institute personnel and 10 administrative staff

FINANCIAL
BUDGET IN USD '000s

43,500 — Highest
658 — Median
80 — Lowest

The Canadian Experiences Fund has a $43.5M budget to enhance community tourism products and facilities over 2 years

Municipalities — 8
Private sector (SMEs/entrepreneurs) — 5
NGOs — 2
Local business associations — 3
Other — 7

ANNEX 2: GLOSSARY OF KEY TERMS

Capacity development: The process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world.[120]

Community: In the context of this report, a community is defined as a group of individuals that share some common characteristics. Assuming that a group of residents are a community if they share physical proximity or geography with delineated boundaries.

COVID-19: This topic is discussed throughout the document in relevance to three different points:

1. In terms of the pandemic's socioeconomic impact on travel and tourism.

2. How the world of tourism can survive through this unprecedented time and how the industry will emerge afterwards.

3. Also discussed is how to utilise the opportunities presented by COVID, in order to rebuild tourism to become a more sustainable and inclusive industry.

Empowerment: Empowerment in tourism provides communities with a consultative process that enables members (including women, youths, ethnic minorities and indigenous people, etc.) to learn, make choices, accept responsibility for actions and decisions, and access available resources that enhances their agency to realize economic and social outcomes which (in)directly benefit the community and its members. It is a process that provides humans individually or collectively with agency, freedom and capacity of improving their quality of life by engaging with tourism.

Gender disaggregated data: Allows for the measurement of differences between women and men on various social and economic grounds and are one of the requirements in obtaining gender-related statistics.[121]

Gender equality: The equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will be the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development. Tourism has a pivotal role to play in achieving the commitments at the heart of the 2030 Agenda for Sustainable Development – including commitments to gender equality, women's empowerment and leaving no-one behind.[122]

Inclusive community development through tourism: Inclusive community development through tourism is defined as the planning, development and management of tourism aimed at promoting inclusive development opportunities for communities in which the community is fully engaged in the decision-making process and the management of tourism.

Inclusive growth: Improvement of multidimensional living standards of a representative (median) household.[123]

Vulnerable groups: Different groups of people within a given culture, context and history at risk of being subjected to multiple discrimination due to the interplay of different personal characteristics or grounds, such as gender, age, ethnicity, religion or belief, health status, disability, sexual orientation, gender identity, education or income, or living in various geographic localities.[124]

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120 United Nations (2020), 'Capacity-building', Academic impact (online), available at: https://academicimpact.un.org/content/capacity-building (13-07-2020).

121 European Institute for Gender Equality (2020), 'Sex-disaggregated data – gender mainstreaming tool' (online), available at: https://eige.europa.eu/gender-mainstreaming/methods-tools/sex-disaggregated-data (13-07-2020).

122 UN Women (n.d.), 'Concepts and definitions' (online), available at: www.un.org/womenwatch/osagi/conceptsandefinitions.htm (14-07-2020).

123 Eurasian Economic Commission and United Nations Conference on Trade and Development (2019), Inclusive growth of the Eurasian Economic Union member States: assessments and opportunities, DOI: 10.13140/RG.2.2.30267.36649.

124 European Institute for Gender Equality (n.d.), 'Marginalised groups', definition (online), available at: https://eige.europa.eu/thesaurus/terms/1280 (13-07-2020).

Public-private-community partnerships (PPCP): The PPCP is a symbiotically operational model that is designed to achieve sustainable development in which the three parties, collectively develop a tourism product(s)/ service(s) for mutual benefit through jointly assuming risks and responsibilities while sharing resources and competences thereby maximizing the benefits provided to the wider community and contributing to community development. PPCPs enable communities, governments and private sector actors to access the economic, environmental and social benefits of tourism faster and more sustainably. These benefits are often of a higher quality and reach a broader number of people than could be achieved by acting alone or through standard statutory or consultative relationships.

Preservation of local culture: This refers to how CBT may enhance social sustainability by empowering local communities to manage their own resources, provide meaningful employment, and assist with capacity building and cultural preservation.[125]

Positive modernization: Modernization through infrastructure development to areas where it is required if it is developed with due consideration of local culture and/or ecological systems.

Regional cohesion: The extent of trust in government and within society and the willingness to participate collectively toward a shared vision of sustainable peace and common development goals.[126]

Social exclusion: Social exclusion is a multidimensional phenomenon not limited to material deprivation; poverty is an important dimension of exclusion, albeit only one dimension. Accordingly, social inclusion processes involve more than improving access to economic resources.[127]

Social inclusion: Social inclusion is the process of improving the terms on which individuals and groups take part in society – improving the ability, opportunity and dignity of those disadvantaged on the basis of their identity.[128]

Social justice: Social justice "may be broadly understood as the fair and compassionate distribution of the fruits of economic growth" in relation to wealth, opportunities, and privileges within a society.[129]

Sustainable development: "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs".[130] Sustainable development requires the elimination of institutional fragmentation ensuring that environmental, social, and economic concerns are integrated throughout decision-making processes thereby moving towards development that is fair, equitable and just.

Tourism stakeholders: A stakeholder in the context of this Framework refers to a member of the community who has the power and legitimacy to influence other stakeholders within the community through a series of interactions which shape different elements of tourism development.

Tourism value chain: The tourism value chain is a sequence of primary and support activities that are strategically essential for the functioning of the tourism sector. Key activities of the tourism value chain incorporate a range of processes linked to the tourism sector including policy-making and integrated planning; product development, promotion and marketing; distribution and sales; education and training and destination operations and services.[131]

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126 United Nations Development Programme (2020), *Strengthening social cohesion: Conceptual framing and programing implications,* UNDP, New York.

127 United Nations (2016), *World social situation 2016: Leaving no one behind - the imperative of inclusive development,* General Assembly document A/71/188 (online), available at: www.un.org/development/desa/socialperspectiveondevelopment/2016/09/06/world-social-situation-2016-leaving-no-one-behind-the-imperative-of-inclusive-development/ (14-07-2020).

128 World Bank (n.d.), 'Social inclusion' (online), available at: https://www.worldbank.org/en/topic/social-inclusion (15-07-2020).

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130 United Nations General Assembly (1987), *Report of the World Commission on Environment and Development: Our common future. Oslo, Norway, United Nations General Assembly,* Development and International Co-operation, World Commission on Environment and Development (online), available at: https://digitallibrary.un.org/record/139811.

131 World Tourism Organization (2018), *Tourism for Development – Volume I: Key Areas for Action,* UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284419722.

LIST OF ACRONYMS AND ABBREVIATIONS

AI	artificial intelligence
CBT	community-based tourism
DMO	destination marketing/management organization
G20	Group of Twenty
GDP	gross domestic product
GHG	greenhouse gas
GIS	geographic information system
GVA	gross value added
ILO	International Labour Organization
ICD	inclusive community development
ITF	International Transport Forum
MSME	micro-, small and medium-sized enterprises

MST	Measuring the Sustainability of Tourism
NDC	nationally determined contributions
NGO	non-governmental organizations
NSO	national statistical offices
OECD	Organisation for Economic Co-operation and Development
PPCP	private-public-community partnership
SDG	Sustainable Development Goals
SMEs	small and medium-sized enterprises
SOI	sustainability-oriented initiative
SPO	social purpose organization
UNWTO	World Tourism Organization

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Tourism is one of the fastest growing and most resilient socioeconomic sectors of our times. It accounts for 7% of global trade. Outpacing the global economy over the last decade, it generates millions of jobs both directly and indirectly. However, its benefits, including enhanced employment and gender opportunities, still need to be fully deployed.

Under the leadership of the 2020 G20 Saudi Presidency, the World Tourism Organization (UNWTO) and the G20 Tourism Working Group have developed the *AlUla Framework for Inclusive Community Development through Tourism* to help fulfil the sector's potential to contribute to and achieve inclusive community development and the Sustainable Development Goals.

The Framework provides guidance and inspiration to all governments, as well as all other key stakeholders in the tourism sector with the aim of fostering a truly holistic and integrated approach to inclusive community development through tourism.

Placing inclusive community development at the heart of tourism policies through education, investment, innovation and technology can transform the livelihoods of many millions, while also preserving our environment and our culture and drive a more inclusive and sustainable recovery of tourism.

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