

<https://www.e-unwto.org/doi/book/10.18111/9789284423804> - Tuesday, October 04, 2022 5:57:17 AM - IP Address: 145.12.103.132



G20 BALI GUIDELINES FOR STRENGTHENING COMMUNITIES AND MSMEs AS TOURISM TRANSFORMATION AGENTS

A PEOPLE-CENTRED RECOVERY

CASE STUDIES

ANNEX TO THE CHAIR'S SUMMARY



G20
INDONESIA
2022



UNWTO
World Tourism Organization



G20 BALI GUIDELINES FOR STRENGTHENING COMMUNITIES AND MSMEs AS TOURISM TRANSFORMATION AGENTS

A PEOPLE-CENTRED RECOVERY

CASE STUDIES

ANNEX TO THE CHAIR'S SUMMARY

Final version, 26 September 2022





TABLE OF CONTENTS

01	EXAMPLES OF G20 AND GUEST COUNTRIES INITIATIVES	6	Pillar 3:		
	Tourism and COVID-19: Measures to support recovery	7	Women and youth empowerment		28
	Canada	7	Indonesia		28
	China	8	Plastic waste reduction in Bali		28
	France	10	Fostering youth-driven cultural heritage attractions at Saung Angklung		29
	Indonesia	10	Italy		30
	Italy	11	Mexico		31
	Saudi Arabia	12	Pillar 4		32
	Spain	14	Climate action, biodiversity conservation and circularity		32
	Türkiye	15	Canada		32
	United Kingdom	16	Germany		32
	United States of America	17	Indonesia		33
	Pillar 1:		Promoting the use of electric vehicles in Bali		33
	Human capital: jobs, skills, entrepreneurship and education	18	Labuan Bajo Sustainable Management		34
	Germany	18	Italy		35
	Indonesia	18	Japan		36
	Italy	19	Netherlands		37
	Saudi Arabia	20	Türkiye		38
	Spain	21	United Arab Emirates		38
	Türkiye	22	Pillar 5:		
	United Kingdom	23	Policy, governance and investment frameworks		40
	Pillar 2:		European Union		40
	Innovation, digitalization and the creative economy	24	France		41
	Canada	24	Indonesia		42
	Indonesia	24	Sustainable Tourism Villages		42
	Italy	25	The Sustainable Tourism Strategy		42
	Japan	26	Super Priority Destination Policy		43
	Netherlands	27	Italy		44
	Saudi Arabia	27	Japan		45
	United Kingdom	27	Mexico		45
			United Kingdom		45



02 G20 AND GUEST COUNTRIES			
CASE STUDIES ON			
MSMES AND COMMUNITIES	46		
Argentina	47		
✘ MSMEs	47		
PreViaje (PreTrip) programme, 2020 and 2021 editions	47		
✘ Community	50		
Plan Nacional de Fortalecimiento del Turismo Social (PNFTS) (National Plan for Strengthening of Social Tourism)	50		
Australia	54		
✘ MSMEs	54		
Kangaroo Island SMEs look toward sustainable tourism development	54		
Camping with Custodians	55		
Canada	56		
✘ MSMEs	56		
The role of associations and recovery plans to better support their members	56		
✘ Community	57		
The Tourism Relief Fund	57		
China	58		
✘ MSMEs	58		
HiChina Travel	58		
Solving rural activation problems through a new path of “situational village” construction	60		
France	62		
✘ MSMEs	62		
The Sustainable Tourism Fund	62		
The Slow Tourisme Lab	63		
✘ Community	64		
Avenir Montagnes plan	64		
Germany	65		
✘ MSMEs	65		
destinature® Dorf – destinature village	65		
The Public Ticket Solution	66		
Das Kehrwieder Paket (the Recurrence Package)	67		
India	68		
✘ MSMEs	68		
MSMEs in tourism	68		
✘ Community	69		
Rojgar Yukt Gaon scheme	69		
Indonesia	70		
✘ MSMEs	70		
Rumah Atsiri Indonesia (RAI)	70		
Indonesia Tourism Village Award	71		
Italy	72		
✘ Community	72		
Caput Mundi	72		
Japan	74		
✘ MSMEs	74		
Bespoke. Inc – Japan and overseas	74		
Wataya Besso (Saga Prefecture)	75		
✘ Community	76		
Second Hometown Project – Japan Tourism Agency	76		
Hot Spring Certification (Toyooka City, Hyogo)	76		

Mexico	77	Spain	90
✘ MSMEs	77	✘ Community	90
The Empowering Entrepreneurship Initiative	77	Somiedo Tourism Sustainability Plan	90
✘ Community			
Community and Sustainable Tourism			
Strategy of the Isthmus of Tehuantepec	78	Türkiye	92
		✘ MSMEs	92
Netherlands	79	Rapid Support for Micro and Small Enterprises Project	92
✘ MSMEs	79	✘ Community	93
Hospitality tool for entrepreneurs	79	The Future Lies in Tourism Support Fund	93
Roadmap – getting started with digital experiences	80		
✘ Community	81	United Arab Emirates	94
Agenda Conscious Destinations	81	✘ MSMEs	94
Cheese Valley – from grass to cheese	81	The Entrepreneurial Nation	94
		✘ Community	95
Saudi Arabia	82	Hatta village Development Plan	95
✘ Community	82		
Preparing a model and framework for community participation	82	United Kingdom	96
Royal Reserves activation enablement	83	✘ MSMEs	96
Authentic Saudi tourist villages	83	Business Events Growth Programme – Euroanaesthesia 2023	96
Tourism Multi Donor Trust Fund (MDTF)	84	✘ Community	96
Humanization of cities, Medina as an example	85	Peterborough Town Funds	96
ALUla Framework for Inclusive Community Development through Tourism	86		
		United States of America	98
Singapore	88	✘ MSMEs	98
✘ MSMEs	88	Small Business Association (SBA)	
Tours – Tribe Tours	88	Community Navigator Programme	98
Food and beverage – Jigger & Pony	88	✘ Community	99
Entertainment – Zouk	89	American Rescue Plan Act	99
✘ Community	89		
SingapoRediscovered Campaign	89		

01 EXAMPLES OF G20 AND GUEST COUNTRIES INITIATIVES

TOURISM AND COVID-19: MEASURES TO SUPPORT RECOVERY



CANADA

Through Budget 2021, the Government of Canada is providing measures totaling CAD 1 billion over three years to assist the tourism sector's recovery. This includes an investment of CAD 500 million for the Tourism Relief Fund (TRF) to support tourism entities strategically adapt their products and services to public health requirements, while planning and investing in recovery efforts for future growth.

The TRF comprises CAD 485 million delivered by the Regional Development Agencies (RDAs), of which CAD 50 million will specifically support indigenous tourism initiatives, and CAD 15 million for a national priorities stream administered by Innovation, Science and Economic Development Canada (ISED). Eligible projects will fall under one of two themes:

- **Product development:** Projects that enhance tourism experiences, help tourism businesses adapt to the 'new normal', modernize tourism offerings, and encourage the sector to adopt more environmentally sustainable and inclusive practices; or

- **Destination development:** Projects that can position communities to take advantage of post-pandemic opportunities through strategic planning for medium- to long-term investments, as well as supporting destination development.

The national priorities stream will support pan-Canadian and national stakeholder associations to help their members address challenges at a national level. These include measures to assist in labour market skills development and recruitment, strategies for digital adoption and bolstering organizational capacity.

From the onset of the pandemic to April 2022, the Canadian tourism and hospitality sector has received an estimated CAD 23 billion in support through the emergency programmes of the federal government, including various liquidity measures.



CHINA

China issued several Policies on Promoting the Recovery and Development of Difficult Industries in the Service Sector, these include in 2022 in the fiscal area:

- Full play to the guiding role of market-oriented tools to support inclusive small and micro enterprises, provide incentive funds for 1% of the incremental balance of inclusive small and micro loans of local corporate banks, and make good use of the rolling quota of CNY 400 billion for relending to guide financial Institutions have increased their inclination to difficult industries, especially the service industry. Financial institutions are encouraged to handle market entities in the service industry that meet the loan renewal conditions as normal loan renewal business, and shall not blindly reluctant, withdraw, cut off or suppress loans, and maintain reasonable liquidity.
- Continue to promote the reduction of fees and profits in the financial system, implement the downward adjustment of the loan market quoted rate (LPR) and the reduction of the relending interest rate to support agriculture and small businesses, promote the continued decline of the actual loan interest rate on the basis of the substantial reduction in the previous period, and urge and guide banks to reduce the account service fees, CNY transfer and remittance fees, and bank card swipe fees will reduce the operating cost pressure of small and micro enterprises and individual industrial and commercial households in the service industry.
- Continue to implement the travel agency's temporary refund of tourism service quality guarantee policy, maintain 80% of the temporary refund amount for eligible travel agencies and encourage places where conditions permit to further increase the temporary refund ratio. At the same time, speed up the pilot work of replacing insurance deposits with insurance, and expand the scope of the pilot programme of replacing insurance deposits with insurance.
- Strengthen the cooperation between banks and enterprises, establish and improve the project financing demand database of key tourism enterprises, and guide financial institutions to meet the conditions and have good development prospects. Key cultural and tourism market players, such as travel agencies should increase credit input and appropriately increase the loan amount.



- Encourage banking financial institutions to reasonably increase the effective credit supply for tourism. Establish a financing risk prevention and control mechanism for key enterprises. Guide financial institutions to reasonably reduce the interest rate of newly issued loans and take the initiative to give profits to tourism enterprises that have difficulties in production and operation affected by the pandemic. Encourage qualified tourism enterprises to issue corporate credit bonds and expand diversified financing channels for tourism enterprises.

- Increase the support for inclusive finance for qualified small and medium-sized enterprises in travel agencies, tourism performances and other fields that are expected to develop well. Give full play to the active role of cultural and tourism financial service centres, and establish a financing demand database for small, medium and micro tourism enterprises. Encourage banking financial institutions to provide small loan support to individual industrial and commercial households such as tourism-related start-ups, small and medium-sized enterprises and themed homestays.

In terms of employment support, Provinces with a large balance of unemployment insurance and work-related injury insurance funds can implement the policy of deferred payment of unemployment insurance and work-related injury insurance premiums to tourism enterprises in stages. The specific measures shall be determined by the people's government provincial-level. Eligible tourism enterprises can apply for a deferral of payment with the approval of the people's government of the insured place.

National support was complemented with a series of measure by the Provinces. For example, in the Hubei Province CNY 2 billion was used from the national debt funds for more than 400 ticket-free tourist attractions in the Province, while the Guangdong Province expanded the coverage of the liability insurance coverage of travel agencies, encouraged insurance institutions to optimize the service process of underwriting claims, simplify claims procedures, improved claims efficiency, strengthened insurance protection capabilities, and enriched cultural and supply of travel insurance products. Yunnan Province distributed no less than CNY 200 million of cultural tourism consumption coupons free of charge for projects such as accommodation, catering, cultural and creative, entertainment, sports, department stores and refined oil sales to support the implementation of relevant policies.



FRANCE

Between March 2020 and November 2021, the state's support to the sector amounted to more than EUR 38 billion. With the new plan Destination France, the state is mobilizing more than EUR 1.9 billion (EUR 1.25 billion of loans from public banks and EUR 650 million of investments from the state) to continue its commitment, hand in hand with professionals and local authorities, to consolidate the position of France as a world leader in tourism.

In addition, in order to strengthen the rebound and support for mountain destinations particularly affected by the health crisis and measures implemented, the Government has launched a major plan to support investment called 'Avenir Montagnes', mobilizing nearly EUR 650 million of public funds (state and regions), which will generate investments of EUR 1.8 billion. The plan aims to respond to the specific problems of the mountain regions by diversifying the tourism offer, supporting the ecological and energy transition and, finally, by rehabilitating the real estate of a sector which is particularly affected by the crisis. An additional effort to promote the mountain regions in France and overseas by Atout France has also been decided to accelerate the recovery of tourism activity and associated revenues.

For further information on Destination France, please consult: <https://www.gouvernement.fr/destination-france-le-plan-de-reconquete-et-de-transformation-du-tourisme>.

INDONESIA

The Indonesian Government has released the National Economic Recovery (PEN) 2022 budget for USD 31 trillion. This budget will be used mainly in three groups of programmes:

- Health (USD 8.5 trillion): vaccination, hospital incentives, tax incentives and COVID-19 mitigation;
- Social protection (USD 10.7 trillion): family protection, food assistance, pre-employment training and layoff incentives, village stimulus, and other social incentives and stimuli;
- Economic resilience (USD 12.4 trillion): labour incentives, food resilience, digital transition, MSMEs, and tourism and creative economy.

The tourism and creative economy recovery budget (USD 318 million) will be utilized for national tourism recovery key activities, such as micro digital training, Clean-Health-Safety-Environment Sustainability (CHSE) training and certification, various stimuli, and micro finance for MSMEs and tourism villages.



ITALY

Over EUR 1.9 billion has been provided by the Ministry of Tourism with several funds to support travel agencies, tour operators, tour guides, hotels, fairs and congresses, and passenger transport companies with open buses in urban and suburban areas – categories significantly damaged by COVID-19 containment measures –, besides several tax measures.

In terms of support for enterprises in the sector, under the special and exceptional rules governing the intervention of the Guarantee Fund for small and medium-sized enterprises, was specifically envisaged that, until 31 December 2021, the Fund's guarantee may be cumulated with other forms of guarantee on loans for real estate investment operations in the tourist and hotel sectors, including the thermal sector, with a minimum duration of 10 years and an amount exceeding EUR 500,000. In addition, for tourism companies, the extraordinary moratorium on the payment of instalments of loans due was extended from 30 June 2021 until 31 December 2021, limited to the share capital.

Furthermore, the following measures were implemented to support employment:

- Allowances for seasonal workers in tourism and spa establishments. Seasonal employees in the tourism and spa sectors, as well as temporary workers employed by user undertakings operating in the same sectors which have involuntarily terminated their employment relationship between

1 January 2019 and 17 March 2020 granted the following allowances: Only for seasonal employees: EUR 600 for the month of March; for all these workers, including in employment: EUR 600 for April, EUR 1,000 for May; an all-inclusive allowance of EUR 1,000 paid three times; and additional allowances, equal to EUR 2,400 and 1,600 respectively

- Fixed-term workers in tourism and thermal. Fixed-term employees in the tourism and spa sectors granted an allowance if they meet the following conditions: ownership, during the period from 1 January 2019 to 17 March 2020, of one or more fixed-term employment contracts in those sectors of a total duration of at least 30 days; ownership in 2018 of one or more fixed-term or seasonal employment contracts in one of the two sectors mentioned above, of a total duration of at least 30 days. These workers were granted an allowance of EUR 600 for each of the months of March, April and May, an all-inclusive allowance of EUR 1,000 paid three times and additional allowances of EUR 2,400 and EUR 1,600 respectively.
- Contribution relief. A total exemption of contributions was granted to employers recruiting fixed-term workers (including seasonal workers) in the tourism and spa sectors after 15 August 2020 and by 31 December 2020. This benefit was granted only for the period of the contracts concluded, but, in any case, up to a maximum of three months, up to a maximum of EUR 8,060 on an annual basis.



SAUDI ARABIA

Saudi Arabia responded to the pandemic through key interventions that were designed to support the economy. This included but was not limited to:

- A SAR 70 billion (USD 18.7 billion or 2.7% of GDP) private sector support package which included the suspension of government tax payments, fees and other dues, to provide liquidity to the private sector and an increase in available financing through the National Development Fund;
- Increased resources available to the Ministry of Health to fight the virus;
- Exemptions for companies operating in the tourism sector from issuance/renewal license fees;
- Authorizing the use of the Unemployment Insurance Fund (SANED) to provide support for wage benefits, within certain limits, to private sector companies who retain their Saudi staff (SAR 6 billion, 0.2% of GDP in 2020);
- Ease of restrictions on expatriate labour mobility and their contractual arrangements;
- A stimulus package, including SAR 50 billion (USD 13.3 billion) for SMEs. Under the programme, SAR 30 billion were allocated for banks and financing companies to delay loan payments due from SMEs for six months; and
- A SAR 670 million programme to help businesses defer loan payments due in 2020.



- With a population of approximately 35 million people (2020), Saudi Arabia has handled international travel restrictions resiliently in part by promoting domestic tourism. 2020 saw the largest domestic tourism campaign in Saudi history, during which there was increasing visitation to target destinations by more than 30% year on year, and a 33% increase in spend on hotels, restaurants and recreation/cultural activities, compared to the same period in 2019. In addition, having reached greater than 70% of the Saudi population fully vaccinated, and having a strong health system in place, the Saudi Government was able to remove most COVID-19 related travel restrictions on 5 March 2022, including PCR test requirements. As a result, Saudi Arabia is experiencing a fast resumption in international visitors and a blossoming of in-person domestic cultural activities.



SPAIN

The Government of Spain has deployed since April 2020 a wide array of support schemes applicable to the tourism sector, including:

- **Guaranties to companies on commercial loans:** Up to 30 September 2021, 139,095 companies in the tourism sector had received guaranties covering financing for EUR 18,254 million.
- **Social Security exemptions:** EUR 3,099 million up to September 2021 to workers in the tourism sector.
- **Unemployment benefits to furloughed workers:**
 - EUR 5,594 million by September 2021 paid to 1,976,000 furloughed permanent workers in the tourism sector.
 - EUR 812 million by September 2021, mostly paid to furloughed seasonal workers in the tourism sector.
- EUR 2,564 million paid to furloughed self-employed workers in the tourism sector by September 2021.
- **Non-reimbursable grants:** Grants to an amount of Euro 7,000 million to companies and self-employed workers in the tourism sector
- **Fiscal policies:**
 - Fiscal incentive to renegotiate rental contracts to tenants in tourism sector benefiting over 300,000 tenants with a cost of EUR 324 million.
 - Tax moratorium for the period January–October 2021 to companies and self-employed workers in the tourism sector. It has benefited 617,000 companies and workers for a total amount of EUR 2,668 million of postponed payments.



TÜRKIYE

In Türkiye, by the beginning of the pandemic the “Economic Stability Shield Program” has been launched in order to balance the adverse effects of the pandemic, including actions like tax cuts, debt payment delays and allowing remote working. Together with monetary and fiscal measures, and financial support programmes for MSMEs, the Safe Tourism Certification Program, which was implemented as of June 2020 by the Ministry of Culture and Tourism (MoCT), has also contributed to the safe recovery of the tourism and travel sector, providing a wide range of measures to be adopted in related services and facilities.

Moreover, within the scope of the measures taken against the COVID-19 pandemic, in order to provide support to tourist guides who could not temporarily perform their profession, the Ministry of Culture and Tourism (MoCT) has signed a loan package agreement with the public banks and the application implementation principles announced online. A total of 2,464 valid applications were submitted to public banks within the scope of the support loan and guides were provided credit with favourable conditions. A *Circular on Controlled Normalization Process in Tourist Guide Services* was published to take the necessary measures and ensure the continuity of the tourist guide service safely.



UNITED KINGDOM

The tourism industry has been one of the hardest hit sectors by COVID-19. Data from the Office for National Statistics shows the largest economic contractions in the services sector over 2020 were all parts of the tourism industry – air, maritime, travel agents, accommodation, rail and entertainment – and tourism has been the sector most reliant on the government’s unprecedented package of support measures such as the furlough scheme. In this sense:

- Over GBP 35 billion have been provided to the tourism, leisure and hospitality sectors in grants, loans, and tax breaks.
- On top of the wider economic support package, the Government extended business rates relief and introduced restart grants of up to GBP 18,000 for many in the sector.
- The Government extended the VAT cut for tourism and hospitality activities to 12.5% until the end of March 2022, helping businesses manage the transition back to the standard rate.

Furthermore, the Tourism Recovery Plan, published in June 2021, also points to the significant activity already planned/gone underway to invest and grow the tourism sector. Large scale investments in tourism include:

- GBP 4.8 billion Levelling-up Fund (cultural and heritage attractions);
- GBP 3.6 billion Towns Fund (including castle restorations and new conference venues);
- GBP 900 million Getting Building Fund; and
- GBP 7 million to complete the England Coast Path and Coast-to-Coast National Trail.

Culture and heritage are also major drivers for domestic and international tourism. The Culture Recovery Board has been created to oversee the delivery of the Culture Recovery Fund, a GBP 2 billion fund to tackle the crisis facing the country’s most visited cultural organizations and heritage sites.



UNITED STATES OF AMERICA

President Biden signed the American Rescue Plan Act of 2021 (ARPA), which provided additional relief to address the continued impact of the pandemic on the economy. The USD 1.9 trillion COVID-19 relief package included federal support for the recovery of the travel and tourism industry, including:

- USD 350 billion to states and local governments, with the explicit authority given to allow funds to aid the travel and tourism industry;
- USD 8 billion in grants for airports with an USD 800 million set-aside for airport concessionaires; and
- USD 15 billion to airlines through the Payroll Support Program.

The Economic Development Administration (EDA) of the Department of Commerce is disbursing USD 750 million appropriated by Congress in the American Rescue Plan Act (ARPA) to assist communities that rely on the travel, tourism and outdoor recreation sectors. EDA has allocated these funds as follows:

- USD 510 million in non-competitive awards available to help states quickly invest in marketing, infrastructure, workforce and other projects to rejuvenate safe leisure, business and international travel; and
- USD 240 million in competitive grants to help communities that have been hardest hit by challenges facing the travel, tourism and outdoor recreation sectors to invest in infrastructure, workforce or other projects to support the recovery of the industry and economic resilience of the community in the future.

PILLAR 1

HUMAN CAPITAL: JOBS, SKILLS, ENTREPRENEURSHIP AND EDUCATION

GERMANY

In the transition from crisis mode to re-entry, flexible education and training is particularly important for many tourism professionals. Every so often, tourism practitioners do not have up-to-date formal (vocational) education certifications and frequently entered the job market informally. Many cannot readily provide employers with credible evidence within their CVs for employers for their apparent competencies and skills. Others find that the uncertain downtime during the crisis is an opportunity for personal upskilling in flexible self-study learning paths, instead of a commitment to a more demanding long-term education degree programme. The atingi eAcademy Tourism and Hospitality offers a solution considering such real-life situations. The learning platform atingi.org offers 45 free courses in English and French.

Knowledge acquired through self-study is certified by the tourism sector and thus facilitates the professional re-entry of the skilled workers and the search for suitable personnel for the companies. The platform, developed within the framework of the Global Project "Africa Cloud", is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Government. The Smart Africa Secretariat, an alliance of 29 African digital ministries, is the most important strategic partner for project implementation.

INDONESIA

According to the Ministry of Tourism and Creative Economy (MoTCE) there are 34 million workers in the tourism and creative economy sectors; around 1 million in the tourism sector were unemployed due to COVID-19 in 2020 as the number of tourism workers decreased by 6.7% from 14.96 million in 2019 to 13.96 million in 2020. Furthermore, approximately 97% of employment in Indonesia is in the MSME sector, and 70% of the tourism and creative economy actors are MSMEs.

The pandemic was an important opportunity to enhance capacity and skills for tourism human resources in communities through reskilling and upskilling, competency certification, mentoring and entrepreneurship. Moreover, stimulus programmes for tourism businesses have been set up to accelerate the recovery of tourism in Indonesia by providing incentives and access to capital. The MoTCE has also conducted various technical assistance and trainings for local small restaurants, culinary producers, craftsmen, homestay owners and



tour guides, among others, to improve their skills. Such programmes are conducted by the MoTCE and the Center for Tourism Planning and Development, the Bandung Technological Institute and the Central Bank of Indonesia. These include, but are not limited to, processing and packaging local crafts or other products, certification of diver communities, improving services standards of homestay owners and social media trainings.

In addition to hard skills, managerial skills are also an avenue to be improved. The programme to enhance managerial skills is conducted by the MoTCE in cooperation with local authorities in Gunung Kidul, Yogyakarta and South Kuta, Bali. Furthermore, one of the main enablers of skills for tourism communities is the collaboration between government, private sector, local authorities and the communities. During the pandemic, the MoTCE has collaborated with such parties, to finance the programme and to conduct monitoring and evaluation of programmes, as well as promotional activity related to these programmes.

ITALY

One of the pillars of the Strategic Tourism Plan 2023–2027 is a high-level training that, through a deepening of the existing courses of study and new schools of thematic specialization (mountain, marine and cultural offer) can offer a training of hospitality, attraction and high-level tourist organization. Training courses from the vocational school to the ITS (professional institutions on tourism), from universities to specialized masters will have to be clearly traced, ensuring continuity of the training path and a focus on new professionalism emerging from the new tourist demand. In this respect, strong coordination with the best international experience and specialization will be needed in order to bridge the remaining gaps in tourism specialization skills.



SAUDI ARABIA

Saudi Arabia authorized the use of its Unemployment Insurance Fund (SANED) to provide support for wage benefits, within certain limits, to private sector companies who retain their Saudi staff (SAR 6 billion, 0.2% of GDP in 2020). Restrictions on expatriate labour mobility and their contractual arrangements were also eased.

The Human Resource Development Fund (HRDF) has also provided a SAR 5.3 billion financial support, centered around four basic pillars:

1. Supporting employment;
2. Supporting training;
3. Supporting 100,000 new job-seekers with SAR 1.5 billion; and
4. Subsidizing wages of Saudis employed in the private sector since 1 July 2019, through a SAR 1 billion 'Employment Support'.

In 2021, the Saudi Tourism Authority (STA) launched the 'Tourism Shapers' programme, an initiative that aims to equip the local private sector with the support needed to navigate and manage the evolving tourism landscape. Furthermore, on 21 June 2020, Saudi Arabia announced the creation of a Tourism Development Fund (TDF) with initial capital of SAR 15 billion (approximately USD 4 billion). The TDF is in the process of signing many agreements for the development of tourism projects in Saudi Arabia.

Additionally, the Small and Medium Enterprises General Authority (Monshaat) launched an indirect lending initiative at USD 426.67 in capital for small and medium-sized enterprises (SMEs) in cooperation with the Social Development Bank, with the aim to:

1. Open up new horizons and channels for lending SMEs through approved financing companies in the Kingdom of Saudi Arabia;
2. Provide competitive financing solutions and tools for entrepreneurs and SMEs; and
3. Support the SMEs sector to ensure continuity and business development.

SPAIN

Spain has implemented a vocational training programme for the tourism sector totalling an investment of EUR 106 million. By end of September 2021, the programme had reached 218,400 workers from 39,000 companies. Spain is also deploying a 3-years Modernization and Competitiveness Plan for the tourism sector with total budget of EUR 3,400 million which aims to transform the sector through measures addressing sustainability, digitalization and competitiveness.





TÜRKIYE

To diversify Türkiye's tourism products and destinations and enhance competitiveness, vocational trainings are carried out to keep the tourism service quality and skills at high standards. The Ministry of Culture and Tourism (MoCT) organizes free on-the-job trainings to improve the professional qualifications and increase service quality in accommodation and catering facilities while strengthening human resources. In accordance with Bilateral and Multilateral Agreements the Ministry also organizes trainings prioritizing the exchange of experience and knowledge with international stakeholders. On the Job Training Course content includes Front Office, Food and Beverage Service, Housekeeping, Training Managers as Trainers, and Home Pension Management.

Furthermore, the MoCT and the Ministry of National Education (MoNE) have signed a "Protocol on Cooperation for Development of Vocational and Technical Education in Tourism" to contribute to employment by responding to the qualified labour force required in the sector. It is aimed to achieve following at vocational and technical high schools of Accommodation and Travel, Food and Beverage and Entertainment Services:



- Providing on-the-job internship and training opportunities in tourism enterprises;
- Graduates fluent in at least three foreign languages;
- Granting scholarships to the students;
- Providing employment opportunities to graduates; and
- Providing on-the-job trainings to the teachers, trainers and administrators.

The project involved 11 schools in 2018 and reached to 52 schools in 2022. Moreover, the two Ministries continued their cooperation with new projects on vocational education in tourism, aiming to increase both theoretical and practical qualifications of employees of the accommodation facilities and to contribute to their personal development through 4-year education, including foreign language in Vocational Education Centres of the MoNE.

UNITED KINGDOM

As stated by the United Kingdom in the survey conducted for the purpose of this publication, to “deliver the UK government’s Tourism Recovery Plan, the UK will need a committed, talented and diverse workforce that sees tourism and hospitality as sectors that offer good, well paid, year-round jobs, as well as careers.”

Coordinated by UK Hospitality and the British Beer and Pub Association, with the support of People 1st and Springboard, and working with a wide range of other organizations and employers, there are currently four industry-led strategic priorities:

1. Great jobs and careers;
2. Tackling long-term unemployment;
3. Vocational training and professional standards; and
4. Diversity and inclusion.

Led by employers at a senior level, via the Hospitality and Tourism Skills Board set up following the Tourism Sector Deal, the industry will develop programmes with ambitious targets to deliver on these priorities, including in areas such as apprenticeship starts, retention metrics, training goals and mentoring initiatives. The government will work closely with the Hospitality and Tourism Skills Board as this work progresses.

PILLAR 2

INNOVATION, DIGITALIZATION AND THE CREATIVE ECONOMY

CANADA

There is tremendous potential for enhanced digitalization in the tourism sector. Digitalization has the potential to support businesses' efforts to address their labour challenges, enhance efficiencies in their day-to-day activities and – through online marketing – increase their visibility in the marketplace. Presently, however, many smaller businesses are unaware or have not yet taken advantage of this potential – an issue that Canada is attempting to address, including through the Canada Digital Adoption Program (CDAP). The objective of CDAP is to help small and medium-sized enterprises (SMEs) adopt digital technologies and stay competitive by providing access to funding and expertise.

For more information on the Canada Digital Adoption Program, please consult: Canada.ca/digital-adoption

INDONESIA

During the pandemic, Banyuwangi Regency (East Java) collaborated with Grab to onboard its micro-economy sector to MSMEs digitalization and with Traveloka to increase its tourism market by:

- Streaming its traditional performances online;
- Certifying restaurants and hotels for their safety and health standards and tour guides for their 'new normal protocols'; and
- Providing an online app dedicated to tourism (destination, booking, etc.).

Prior to the pandemic, and supported by other people-centred regulations, Banyuwangi had up to 148% increase in income per capita (from IDR 20.86 million in 2010 to IDR 51.80 million in 2019); 979% increase in domestic tourists (from 491,000 in 2010 to 5.3 million in 2019); 712% increase in international tourists (from 12,505 in 2010 to 101,622 in 2019). Its poverty levels decreased to 7.52% in 2019 from 20.09% in 2010. In 2016, Banyuwangi received the UNWTO Award in the category of Public Policy and Governance Innovation in the Tourism Sector.



ITALY

A pillar of the Strategic Tourism Plan 2023–2027 concerns the digitization and innovation of the Tourism ecosystem, including important projects, such as the Tourism Digital Hub (TDH), in line with European guidelines. The TDH is a privileged opportunity to enable the diverse world of tourism, both public and private, exploiting the technological potential to offer innovative services to tourists, promoting a personalized, sustainable and long-term experience. However, digitalization covers the entire supply chain and the value chain of the tourism product and must be born from a process of product and service innovation through a process of sharing the best experiences of transition from “classic” tourism to “innovative” tourism, also through the incubation tools of SMEs made available at community level.

Italy has also earmarked EUR 6.6 billion (along with EUR 1.46 billion of National complementary funds) of investments on culture and tourism in its National Recovery and Resilience Plan (NRRP), developed under the Next Generation EU programme to support the recovery from the COVID-19 emergency.

Tourism and culture have been hit hard by the pandemic and are central to Italy’s social and economic recovery. The NRRP allocates to culture and tourism with synergic investments in heritage-led territorial regeneration, upskill and reskill, digitalization and accessibility, capacity building, increasing the competitiveness and resilience of the tourism ecosystem and the cultural and creative sectors, including by enhancing their digital and green transition. Each project develops innovative integrated cultural locally-based activities with a view to promoting sustainable use and cultural regeneration of these villages.



JAPAN

To maximize the results of the project to realize a new tourism model through the combined integration of digital technology and tourism resources, with the aim of expanding opportunities for consumption and increasing the unit consumption price, a demonstration project was budgeted at JPY 800 million for the financial year (FY) 2021.

The first step is to develop digital technology to create and realize unprecedented tourism content and area management. It is promoting the transformation of tourism services and the creation of new regional tourism models by utilizing digital technology such as high-precision location recognition technology that can be applied according to the location of use and biometric information, such as facial recognition. It is also promoting the development of a new regional tourism model. Specific examples of demonstration projects include a project to realize empty-handed tourism that combines face recognition and a tour e-ticket, and an outdoor tour-type extended reality (XR) theme park development project that uses XR technology.

Secondly, for the use of online technology to increase the interest to visit, it offers information for gathering and occasions to purchase contents of tourist attractions in a virtual space by integrating tourism resources and existing interactive online technology that enables communication. Specific examples of demonstrations that promote willingness to visit include an online hands-on event project to communicate and exchange information

on Aomori Prefecture, located in Northern Japan, about its diverse natural scenery of mountains, rivers and lakes, which change their expressions in each season, a traditional local festival called 'Nebuta' and the charm of local food culture, and a project of building a 'Nationwide Delicious Experiences in Japan' platform, where it is also possible to purchase local products. In addition, tourism businesses are working on adding value to tourism resources combined with online technology, and also on improving the capacity and environment for accepting foreign travellers, such as multilingual support. Also, from the perspective of creating new tourism contents, a good example of experience-based tourism content utilizing ICT shall be presented below:

Located in the mountainous region in Nagano Prefecture, in the Ina Valley area surrounded by two mountains, the Central Alps and the Southern Alps, a 'sky tour' by drone was demonstrated from 2019 to 2020. In order to attract more visitors during the off-season of winter, drone aerial photography of the spectacular views from the top of the mountain was developed as a hands-on travel product. The plan is designed to appeal not only to drone enthusiasts, but also to families who enjoy outdoor activities and those who are interested in drones, and includes drone photography experiences, mountain climbing in the Central Alps, live drone flight videos with virtual reality (VR) goggles, and get-togethers while enjoying local products. The plans are tailored to each target group. The travel products have been well received and are continuing to be sold.



NETHERLANDS

The National Tourism Data Alliance (LDA) is a network in which we share knowledge, insights, work on digitalization and, where desired, data about tourism from, to and in the Netherlands. The aim is to achieve more data-driven policy decisions and greater competitiveness for tourism entrepreneurs. Anyone who has an interest in better data and insights about tourism in the Netherlands can join. This varies from provinces, destination marketing organizations and industry associations to universities and knowledge centres. Within the National Data Alliance, the focus is on four themes:

1. Size and profile of visitors;
2. Customer journey and visitor flows;
3. The impact of tourism; and
4. Tourist offer.

SAUDI ARABIA

The Kingdom established targeted programmes for developing entrepreneurship and innovation, including to overcome the challenges put forward by the pandemic. These programmes focus on developing skills while building on tangible opportunities in the sector across more developed, as well as more rural regions. The programmes include massive open online education for the basics in tourism entrepreneurship (launched mid 2021), business accelerator programmes, entrepreneurship bootcamps, destination challenges, and more are in the pipeline. Given the general levels of innovation and entrepreneurship aspiration, the Kingdom was able to create substantial reach in these programmes and transfer some of them from a stimulus response into business as usual for the coming years

UNITED KINGDOM

The United Kingdom Government has made progress towards spreading opportunity around the country since 2019, alongside mitigating the worst effects of the pandemic, with among other measures:

- GBP 5 billion for Project Gigabit to bring gigabit-capable broadband to 85% of the United Kingdom by 2025; and
- GBP 1 billion for the Shared Rural Network deal with mobile operators delivering 4G coverage to 95% of the United Kingdom by the end of 2025.

PILLAR 3

WOMEN

AND YOUTH EMPOWERMENT

INDONESIA

PLASTIC WASTE REDUCTION IN BALI

A few years ago, Bali's reputation as a premier tourism destination with its marvellous natural landscape was tarnished with images of plastic waste on the beach and in the ocean. In 2019, the provincial government of Bali eventually enforced a ban on single-use plastics. However, the ban did not just happen overnight. Six years before the ban, a campaign was started to counter the high use of plastic bags in Bali that some believe contributed to the prohibition years later. What is perhaps even more striking from the campaign, aside from its eventual success, is how it began with a couple of local teenage girls, Melati and Isabel Wijsmen.

Before the campaign, Melati found that the problem of plastic waste was increasingly difficult to ignore. When she went to swim at her childhood beach, she would find her hand wrapped in a plastic bag. She thought enough was enough. So, in 2013, at the age of 13, she and her younger sister started the 'Bye Bye Plastic Bag' Movement. They went online and got 6,000 signatures for their petition

in just a day. They organized massive beach clean-up campaigns. Inspired by Gandhi, they also threaten to do a hunger strike unless there were policy changes on plastic bags. The governor of Bali eventually took notice and met with the girls. He signed a Memorandum of Understanding to help Bali get rid of plastic bags by 2018.

Their activism also attracted global limelight. They have given a TED talk, spoke at the UN in New York and at an IMF/World Bank Forum in Bali. Forbes, Time Magazine and CNN have also showered them with accolades as some of the most influential teenagers in the world.

Aside from the awards, Melati and Isabel Wisjmen are perhaps even prouder of the change they witness in Bali. Based on a study, after the ban on single-use plastics, the use of plastic bags in Bali fell by more than 50% and the use of plastic straws by more than 60%. While more needs to be done, the steady fall of plastic waste is a boon for tourism in Bali.



FOSTERING YOUTH-DRIVEN CULTURAL HERITAGE ATTRACTIONS AT SAUNG ANGKLUNG

With more than 1,300 ethnic groups, Indonesia is an incredibly diverse nation. The government believes that such diversity offers tremendous potential for tourism. However, there have been slow erosions of cultural identity, particularly among urban youths. Udjo Angklung Center in Bandung, West Java, bucks the trend.

Angklung is a traditional musical instrument from West Java which has also garnered UNESCO recognition as an intangible heritage of the world. Each angklung produces only one note or chord, so people often play angklung together in order to create musical melodies. This spirit of bringing people together through music is also epitomized by Udjo which prior to the pandemic attracted more than 700,000 tourists, both domestic and foreign, every year.

Supported by the government, Udjo provides rare opportunity for the children, youth and women in a densely populated urban area not only to learn more about their heritage but also to showcase their unique culture to tourists from all over the globe. Every afternoon, Udjo

offers daily cultural performance for tourists in which the youth, women, as well as little boys and girls who have finished schools share the stage. They do not treat tourists as mere spectators, but they lend their angklungs to them so that the visitors who do not know one another can play a song together with the bamboo instruments. Udjo also is keen to support local MSMEs, many of whom are owned by women. Udjo provides training and various empowerment programmes for the local MSMEs. Many of the souvenirs sold by Udjo are sourced from local MSMEs including women-owned MSMEs.

Due to the immersive nature of the Udjo cultural attraction, the cultural centre was hit hard by COVID-19. The government is committed to support Udjo through such difficult times. For instance, the Ministry of Tourism and Creative Economy (MoTCE) worked with Udjo in 2021 to create tourism promotion jingles with Angklung. State-owned banks, in collaboration with the private sector, provided IT equipment for Udjo to hold virtual performances during the pandemic.

For further information on the Udjo Angklung Center, please consult: <https://www.indonesia.travel/gb/en/destinations/java/bandung/saung-mang-udjo>



ITALY

Interventions included in the next Strategic Tourism Plan 2023–2027 'Tourism and Culture' component, are concentrated in two sectors that offer growth potential. The green transition and environmental sustainability in Italy can only be based on the protection and enhancement of cultural heritage, intrinsically ecological policies that involve the limitation of land consumption, minimize the use of natural and energy resources and ensure a low environmental impact. Tourism and culture are among the sectors most affected by the pandemic that need specific support to accompany its recovery and strengthen its resilience for the future. The design of the interventions will aim to enhance in particular the women, generational and territorial dimension of the cluster, designing the interventions in order to allocate a significant share of resources to the regions of the Mezzogiorno and to the areas of activity characterized by a relatively high

incidence of women and youth professionals. The Tourism Plan, in synergy with the other administrations, is divided into four lines of action:

1. Cultural heritage for the EU Next Generation;
2. Minor sites, rural areas and suburbs;
3. Support to the creative industry; and
4. Tourism 4.0.

These interventions provide for strong cooperation between public actors involved in the implementation of the programme in order to facilitate the grounding of the interventions in an area where different responsibilities at central (administrations) and local level (municipalities, metropolitan cities and regions) exist.



MEXICO

In reaction to the devastating effect of the COVID-19 pandemic, Mexico is participating in the UNWTO Centre Stage project which aims to strengthen, coordinate and focus work towards gender equality in tourism governmental institutions and businesses. As they recover from the pandemic it is currently being implemented with the kind support of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, on behalf of the German Government, and UN Women,

The project brings together the public and private tourism sectors with civil society organizations to implement a one-year action plan for women's empowerment during the recovery. The national tourism administration (NTA) and its dedicated gender unit together with businesses, NGOs and women associations is implementing targeted training programmes, measures to boost female career

progression, improvements to the legal framework and the collection of sex-disaggregated tourism employment data.

The pilot phase of the project is taking place in three additional countries: Costa Rica, Dominican Republic and Jordan, facilitating the sharing of good practice across borders and creating cross-border networks of actors committed to putting women's empowerment and gender equality at the forefront of the reactivation of the tourism sector after the COVID-19 pandemic.

For further information on UNWTO Centre Stage, please consult: <https://www.unwto.org/gender-and-tourism>.

PILLAR 4

CLIMATE ACTION, BIODIVERSITY CONSERVATION AND CIRCULARITY

CANADA

Our Food Future is a Canadian initiative led by the cities of Guelph and Wellington County that seeks to create the first circular food economy in Canada by 2025. Launched in 2020, their goals are to increase access to affordable, nutritious food by 50%, create 50 new circular food businesses, collaborations and social enterprises, and increase economic benefits by 50% by unlocking the value of food waste. Based on their mid-term report, 181 businesses in the region have already established or expanded their circular practices, over 6,000 tonnes of food waste have been diverted, and 3,267 individuals have benefitted from increased access to affordable, nutritious food.

For further information on Food Future, please consult:
<https://foodfuture.ca/our-food-future>

GERMANY

In the German tourism sector, there are currently several initiatives to strengthen transparency regarding the sustainability of travel products at the point-of-sale.

The project 'Travelling climate-consciously' by Futouris e.V., supported by Deutscher Reiseverband - DRV (German Travel Association), will develop a common standard for carbon accounting of travel products to be supported throughout the tourism sector. Based on this standard, the CO₂ emissions will be calculated and displayed consistently for all travel products at the point-of-sale. This will allow customers to make an informed decision and choose a more climate-friendly trip.

Moreover, within the project 'Green Tourism' funded by the German Government and implemented by Leuphana University Lüneburg, Forum anders reisen e.V. and Travel Bridge, an assessment model that allows for a holistic rating, and subsequent labelling of travel packages, has been developed. The model combines multiple tourism services in a single assessment model with a uniform evaluation approach and generates a corresponding label to provide customers with orientation during their holiday booking. In addition, it is transferred into an online assessment tool that allows tour operators to enter their travel packages for sustainability assessment, driving the development of a more digitalized tourism industry.



INDONESIA

PROMOTING THE USE OF ELECTRIC VEHICLES IN BALI

The electric vehicle (EV) project is part of an effort to support the improvement of the ecotourism ecosystem in Indonesia. Bali is among one of the most progressive provincial governments in accelerating this policy. Bali has suffered traffic congestion that deteriorates air quality due to the considerable amount of mobility generated by tourist activities and low public transport use. With a substantial number of people opting for private mobility, the government has planned to extensively develop the EV ecosystem with the aim to attract its citizens and tourists to shift from internal combustion engine (ICE) to EVs. To implement this plan, the Bali government has issued an underlying regulation for the development of a governance scheme and general action plan.

As the first province in Indonesia to enact a sub-regional EV policy, Bali has started to expand its focus to the preservation of cultural heritage sites and the environment. This has been implemented by promoting efficient energy sources, phasing out transportation-related air pollution and boosting EV infrastructure installation. Under the supervision of the Transportation Agency of Bali, government institutions and state-owned enterprises operating in Bali are required to install an

EV charging facility in their property. In addition, the regulation aims to phase out ICE vehicles in Bali by gradually increasing EV adoption through fiscal and non-fiscal incentives. Fiscal incentives include annual vehicle tax and registration fee exemption, while non-fiscal incentives include the right to reduce parking fares, exclusive road access and other infrastructure development incentives. Bali's sub-regional programmes and strategic plan will be complemented by the action plan that is currently being developed.^a

Enhancing coordination between transport, tourism and other related policy areas, including a renewable energy programme, can improve visitor mobility to and within destinations, reduce bottlenecks, enhance visitor satisfaction and help to secure the economic viability of local transport systems by servicing both residents and tourists. Furthermore, by promoting the development of EV, transport policies can be used to attract, manage or direct visitor flows to particular destinations, and facilitate change to eco-friendly transport options, which can help consolidate a destination's reputation as sustainable.

Source: a) Rizki, M. et al., 2021.



LABUAN BAJO SUSTAINABLE MANAGEMENT

Labuan Bajo, one of Indonesia's Five Super Priority Destinations, is a model for archipelagic-nature-conservation-based tourism. Labuan Bajo, located in East Nusa Tenggara, is the home base to visit the Komodo National Park Area, the habitat of the endemic Komodo dragons. To preserve the ecosystem, the carrying capacity is defined to manage visitors' quota for tourist attraction points inside the park.

The tourism experience in Labuan Bajo is a combination of marine tourism sailing with traditional phinisi boats and land trekking tours for Komodo habitat safaris or scenic viewpoints. The visitor flow management is carried out through an online registration system coordinated between the Harbormaster, the Komodo National Park Authority, the Labuan Bajo Flores Tourism Authority and the local government.

The quality of tourism in the National Park area, including the quality of scouting and basic tourism infrastructure is key. In that sense, the training for local naturalist guides is conducted to improve the quality of the tourism

interpretation with scientific research content and knowledge of biodiversity to support educational and special interest tourism approaches.

Infrastructure renovation improves existing facilities into elevated tourist decks to reduce direct tourist interactions with wildlife and provide standard understanding and knowledge through displays in the tourist information center. The management of marine tourism is carried out by defining carrying capacity on diving and snorkeling points, establishing mooring buoys and a zoning system between tourism and fishing area for local villagers.

The marine waste management is carried out by collecting garbage and periodically bringing all waste from the islands to Labuan Bajo to be processed at the Labuan Bajo land waste management. The cleaning of the beach is carried out weekly by more than 30 volunteer groups of environmental activists in Labuan Bajo. Plastic waste is collected and used for derivative products, such as recycled diesel fuel for fishermen from plastic-bag waste pyrolysis, recycled plastic-made souvenirs, to other recycled creations such as the circular economy practices in tourist destinations.



https://www.e-unwto.org/doi/book/10.18111/9789284423804 - Tuesday, October 04, 2022 5:57:17 AM - IP Address: 145.12.103.132

ITALY

One of the pillars of the Strategic Tourism Plan 2023–2027 is sustainable and integrated tourism. This aims to promote sustainable growth in terms of cultural and environmental sustainability by changing the tourism model towards circularity and protection of biodiversity, taking into account the preference of European tourists of soft mobility (walks, historical railways, cycling routes, etc.) and sustainable transport, while responding to the objectives of decarbonizing of the Green Deal and contributing to the establishment of a more sustainable global economy. In this context, it is also intended to include local tourism:

- Promotion of sustainable tourist transport, intermodality and facilitation of access for tourists to local public transport;
- Exchange of experiences between different localities and territories on sustainable tourism models; and

- Support for the adoption of circular economy models and sustainable waste management systems in tourist resorts.

The certification of eco-sustainable tourism products will be promoted in line with what the European Commission is defining.

Tourism is a living the experience. It must however also be inclusive, overcoming the limits due to the impact of the pandemic, also promoting the accessibility of underserved territorial areas and, in any case, the usability of places without distinction of any kind (age, physical condition, etc.), encouraging the recovery and growth of the individual and the community. Tourism is a powerful tool for the development of a territory and the valorization of heritage and territorial specificities, as well as an important driver for retraining and attracting jobs and businesses even in marginal or degraded contexts. The quality must then be sought in the product offered at any level, with a particular focus on the high-end, in order to enhance – from the tourist point of view – the excellence of production, the traditions of making, the Made in Italy.



JAPAN

In order to build a management system in regions, the Japan Tourism Agency supports the formation of a model for sustainable tourism business management, the development and creation of local human resources who practice sustainable tourism, and the promotion of efforts by groups of local businesses that provide sustainable tourism services.

In addition, the Japan Tourism Agency has developed a guideline, *Japan Sustainable Tourism Standard for Destinations (JSTS-D)*, that includes tourism indicators in accordance with international standards to help regions manage sustainable tourism destinations and have implemented model projects to introduce the indicators in 20 regions in Japan so far. Some of these regions are taking specific actions to conserve and protect the natural environment.

The following are three specific examples of efforts:

1. One popular beach resort in the far west islands of Japan, Okinawa Prefecture, is seeking high value-added marine tourism under the restriction of entry to the area while conducting environmental impact studies of adverse effects on coral reefs. Based on the results of the verification, the Japan Tourism Agency is establishing a mechanism for the permanent implementation of entry restrictions, specifically: guidelines, operational methods, human resource development and methods for certifying excellent operators.
2. The Hakone DMO conducted a questionnaire survey of tourism businesses in Hakone (a famous destination that is two hours away from Tokyo by train and located near Mount Fuji) to determine how many eco-friendly measures are actually taken. The objective of this project is to improve the value of the Hakone brand with tourism, environmental conservation and volcano disaster preparedness at its core, and to promote the development of a sustainable community in Hakone by bringing together all residents, businesses and tourists, and establish its mechanism.
3. In the survey project on environmental and cultural cooperation funds on Amami Oshima Island of the south-west islands, registered as a natural heritage site in 2021, a survey was conducted to cultivate understanding and awareness of the conservation of the natural environment among visitors and to consider collecting cooperation funds, in order to implement initiatives for



https://www.e-unwto.org/doi/book/10.18111/9789284423804 - Tuesday, October 04, 2022 10:57 AM - IP Address: 145.12.103.132

sustainable tourism and to secure financial resources for the DMO under its jurisdiction. The goal is to promote the environmental and cultural values of Amami Oshima, minimize the negative impact on the environment caused by an increase in the number of visitors and create a system that will lead to the promotion of sustainable tourism by improving the well-being of the islanders and increasing the effects of tourism.

As for the promotion of plastic resource recycling, a law on this subject came into effect in April 2022, tightening regulations on the use of plastic. Accommodation facilities are required to reduce the use of certain disposable plastic products, such as toothbrushes, hairbrushes and drinking straws. The government will issue recommendations or orders to lodging facilities and other businesses emitting a certain level of plastic products if they do not take sufficient action. Moreover, penalties will be imposed if the order is violated. Regarding one-way (disposable) plastics, the target is a cumulative 25% reduction in emissions by 2030 throughout Japan, regardless of industry. In response, one of the major hotels expects to reduce its plastic use in the financial year (FY) 2022 by approximately 11 tonnes (equivalent to a 70.2% reduction) compared to FY2019.

NETHERLANDS

The Netherlands Board of Tourism and Conventions (NBTC) is one of the Launch Partners of the Glasgow Declaration. As a signee of this declaration, initiated (among others) by UNWTO, the Tourism Foundation and Tourism Declares, NBTC commits to unite all stakeholders in transforming tourism to deliver-effective climate action. The global commitment aims to halve emissions by 2030 and reach net zero as soon as possible before 2050. As all other signees, NBTC will work towards a Climate Action plan based upon the five main pathways of the Glasgow Declaration. In addition, NBTC aims to align the Dutch tourism sector in accelerating climate action, by developing a Roadmap for Climate Neutral Tourism in the Netherlands. This roadmap, which will be based upon the main pillars of the Glasgow Declaration, will bring together knowledge on the state of the destination regarding climate action, provide a shared framework and narrative on how to address climate action. It also seeks to identify both opportunities and challenges while working towards a net zero destination. With this roadmap in hand, Dutch stakeholders can collaborate more effectively and accelerate the transition of Dutch tourism towards climate neutrality.



TÜRKIYE

Taking sectoral measures against climate change and increasing the capacity to adapt, as well as determining the principles for reducing greenhouse gas emissions from tourism, travel activities and facilities can be listed among the current tourism policies in Türkiye.

The Turkish tourism sector has created a sustainable tourism roadmap in cooperation with the Global Sustainable Tourism Council (GSTC), one of the world's most important environment and sustainability platforms. The agreement, addressing the sustainable transformation of accommodation facilities, consists in the main headings of sustainable management, cultural, socioeconomic and environmental sustainability. Among these topics, actions on resource management, waste management, wastewater management and energy saving criteria under environmental sustainability, will contribute directly to the circular economy in the tourism sector and to the reduction of CO₂ emissions. The programme would also improve self-tracking and self-sustainability situation analyses for accommodation facilities via a digital system created within the scope of the programme.

UNITED ARAB EMIRATES

In the United Arab Emirates, four ministries led an effort to develop a policy for circular economy. The effort was supported by international organizations such as the World Wildlife Fund (WWF) and the World Economic Forum (WEF). In addition, there was a collaboration and input sourcing from key organizations of the private sector in the United Arab Emirates, as well as various government agencies.

The purpose of the policy is to outline ways in which the United Arab Emirates can transition toward a more circular economy where resources are used in a most efficient way to improve the quality of life. The policy aims to:

- Achieve sustainable management of the economy and efficient use of natural resources;
- Promote circular economy and sustainable practices that reduce environmental stress; and
- Encourage the private sector to shift to cleaner production methods and techniques.



The policy identifies four priority targets to adopt circular economy principles:

1. Sustainable manufacturing;
2. Green infrastructure;
3. Sustainable transportation; and
4. Sustainable food production and consumption.

The policy outlines core areas that would enable the transition:

- Set clear targets and directions;
- Technology, innovation and research and development (R&D);
- Building awareness;
- Partnerships and collaborations;
- Access to sustainable finance;
- Procurement policies; and
- Waste management.

The policy also outlines clear key performance indicators (KPIs) to measure the success of the policy and progress monitor.

PILLAR 5

POLICY, GOVERNANCE AND INVESTMENT FRAMEWORKS

EUROPEAN UNION – THE EUROPEAN GREEN DEAL AND THE COVID-19 RECOVERY, AND THE COHESION FUNDS

The recently adopted Recovery and Resilience Facility of the EU is rooted in the aim of achieving competitive sustainability and cohesion through the European Green Deal (EGD) and in line with the SDGs. It provides a large-scale financial support to EU Member States to mitigate the socioeconomic impacts of COVID-19 pandemic for a more sustainable, resilient and inclusive recovery, while ensuring adequate focus of required investments and reforms and promoting the green and digital transitions – key elements of a modern and diverse EU tourism ecosystem.

The EGD is a transformation strategy to make the EU economy more sustainable, by turning climate and environmental challenges into opportunities and making the transition just and inclusive for all. The success of the EGD requires a framework of regulation and legislation, setting clear overarching targets alongside financing mechanisms and incentives to encourage private sector investment (Sustainable Europe Investment Plan), with action plans for key sectors and goals.

The EU commitment to support the recovery of the tourism sector is reaffirmed in the European Commission communication on *Transport and tourism in 2020 and beyond* which puts tourism at the heart of the EGD. It recognizes sustainability as the guiding principle of the development of a modern and diverse EU tourism ecosystem and takes advantage of the wider green and digital transformation pursued by the EGD.

Many tourism sectors and tourism operators benefit from 15 different EU funding programmes. Together, they provide more comprehensive support at EU level than would be possible under a single specific funding programme for tourism. To help tourism stakeholders find funding under the available EU programmes, Directorate General (DG) GROW publishes a guide on EU funding for tourism providing examples of projects that have received funding under different programmes.

The Cohesion Policy Funds support the regions of the EU with the aim of supporting job creation and the competitiveness of businesses. This support shall be provided under the shared management method, where Member States and regional and local authorities are responsible for the implementation of the funds, setting



priorities based on identified needs and in accordance with the conditions set out. This allows national, regional and local authorities to set up schemes that meet the specific needs of the territory, with funding from the EU budget alongside national and private funding. In the 2021–2027 programming period, cohesion policy funds, in particular the European Regional Development Fund, will continue to provide broad funding under policy objectives to strengthen the foundations of more resilient and sustainable tourism. For example, the Fund promotes investments in digital solutions, in the optimal and sustainable use of environmental resources, in the diversification of tourism offer and in cross-border cooperation in the field of sustainable tourism. As a new feature, a new specific objective has been added under the European Regional Development Fund. The objective is to promote sustainable tourism to improve economic development and social inclusion, thereby recognizing the transformative potential of the tourism sector in addressing socioeconomic challenges and taking into account the needs of green and digital transformation, and resilience of the tourism value chain. Support for sustainable tourism is also available as part of integrated local development strategies based on the needs and potential of local areas.

FRANCE

The Tourism Sector Committee (TSC), a consultation tool for all players in the sector, has proven its usefulness. It is composed of more than 100 members (companies, professional federations/associations, trade unions, local authorities, institutions, the national operator Atout France and private players) and is chaired by the Minister Delegate for Tourism. During the crisis, the TSC brought together all the players in the sector on a weekly basis to work together.

The four commissions of the TSC (Employment/Training, Sustainable Tourism, Competitiveness/Simplification/Regulation and Digital/Innovation) have produced numerous proposals that have fed into the Destination France plan.

For further information on Destination France, please consult: <https://www.gouvernement.fr/destination-france-le-plan-de-reconquete-et-de-transformation-du-tourisme>



INDONESIA

SUSTAINABLE TOURISM VILLAGES

Among the tourism policies in Indonesia, Sustainable Tourism Village Development is one of the most prominent policies in rebuilding tourism. The development of tourism villages is also the mandate of the 2020–2024 National Medium-Term Development Plan as an effort towards quality tourism experience, a new paradigm for future tourism development. Currently there are 1,831 tourism villages in Indonesia. With the vast amount of tourism villages and ecosystems, it is undeniable that tourism villages and local MSMEs would have a key role in materializing people's prosperity and rebuilding tourism. As a result, Tourism Village is estimated to impact the local economy. In 2019 it was estimated that 14% of domestic tourists and 23% of international tourists visit villages. The tourist expenditure is IDR 5.8 trillion and IRD 3.8 trillion, respectively. This expenditure stimulates the village economy. The stimulus from tourism activities in all tourism villages in Indonesia causes a multiplier value-added effect of almost IDR 9 trillion, equivalent to a contribution of around 0.06% of Indonesia's GDP in 2019. Furthermore, the multiplier impact of the development of the Tourism Village programme could create 341,600 job opportunities or about 0.26% of total employment in Indonesia in 2019.

In order to help the recovery and resilience, especially for the local communities and MSMEs, collaboration between related financial institutions/authorities and the Ministry of Tourism and Creative Economy (MoTCE) have produced non-collateral loan financing products for tourism stakeholders, especially MSMEs, which are friendly to debtors, especially Sustainable Tourism Village actors.

THE SUSTAINABLE TOURISM STRATEGY

The Sustainable Tourism Development (ST-Dev) strategy consists of five flagship programmes:

1. Sustainable Tourism Destination (STD);
2. Sustainable Tourism Observatory (STO);
3. Sustainable Tourism Industry (STI);
4. Sustainable Tourism Marketing (STM); and
5. Sustainable Tourism Certification (STC).

In order to socialize ST-Dev strategy to Indonesian tourism stakeholders, various activities were conducted such as the Indonesia Sustainable Tourism Award (ISTA). The establishment of the national sustainable tourism management forum and the development of Sustainable



Tourism Observatories (under UNWTO International Network of Sustainable Tourism Observatories – INSTO) in Bali, Lombok, Borobudur, Pangandaran and Toba, in collaboration with universities functioning as Monitoring Center of Sustainable Tourism Observatories/MCSTO. These initiatives facilitate destinations to communicate and share their experience and knowledge, as well as problems in applying sustainable tourism. To make sure that the Sustainable Tourism concept is well implemented, the Indonesia Sustainable Tourism Council (ISTC) was established as co-partner that also undertakes Sustainable Tourism Certification to tourism destination and tourism villages. The latest initiative regarding sustainable tourism implementation in Indonesia is the commitment to apply carbon footprint calculation and offsetting in tourism destinations across Indonesia.

SUPER PRIORITY DESTINATION POLICY

The Five Super Priority Destination Policy of the Indonesian Government aims to accelerate economic transformation, from an economy based on natural resources to an economic sector based on added economic value or selling value.

The five locations are Toba Lake, Borobudur, Labuan Bajo, Mandalika and Likupang. The government wants to accelerate and increase the contribution of tourism to the

national economy up to 8% of total GDP. To achieve this, the government aims to create 13 million new jobs, and generate a turnover of up to IDR 240 trillion from tourism. Then the process of implementing policies in the field of development and pioneering of tourist attractions in the five super-priority tourist destinations was compiled.

To build the five super priority destinations, the multisector development is funded by the central government through the improvement of infrastructure, including public transportation, roads, public facilities, airports and information technology readiness. Infrastructure development to support the development of these destinations is also promoted through domestic and foreign investment.

The government also regulates special allocation funds for five super priority tourist destinations. Several policies need to be developed further: among others, the establishment of special economic zones, so that there is uniformity in design for the benefit of tourism. Potential tourist attractions that already exist should then be improved to reach the desired quality level. The government feels there is a need to speed up the communication process from the central and regional governments to do so. In the five destinations, the central government has formed an extension of its arm through the Tourism Authority Agency.



ITALY

One of the pillars of the Strategic Tourism Plan 2023–2027 concerns governance. Tourism is a matter of shared competence between the state and the regions: The state lays down the fundamental principles of the matter while regional action regulates the detail of the matter, hence, the need for a shared model of governance and monitoring that aims to achieve and consolidate a participatory and effective decision-making process, ensuring continuity of action, even in emergency situations due to the intervention of exogenous agents (such as pandemic, geopolitical instability, etc.). The experience of COVID-19 has led to strengthening this component which also includes monitoring aimed at controlling issues such as the abuse of economic operators, but also the ability to attract and spend tourism funds from international and national sources.

The Italian Budget Law for 2022 created the Unique National Tourism Fund (with a budget of EUR 120 million for 2022 and 2023 and EUR 40 million for 2024) with the aim of rationalizing measures aimed at attracting and promoting tourism in the national territory, supporting operators in the sector in the process of mitigating

the effects of the crisis and boosting production and employment in synergy with the measures provided for in the National Recovery and Resilience Plan. The fund is intended at:

- a) Adopting safeguard measures for economic operators in the sector favour of operators for which conditions limit the ordinary possibility of carrying out productive and working activities; and
- b) Promoting tourism development policies capable of producing positive economic and social impacts on the territories concerned, and for the productive and social categories involved.

The Law also established the Single National Fund for Capital Account Tourism (with a budget of EUR 50 million for 2022, EUR 100 million for 2023 and EUR 50 million for each of the years 2024 and 2025) for the realization of investments that increase the attractiveness of tourism in the country, including the organization of events (including sporting events), considered of relevant tourist importance, as well as positive social, economic and employment effects on the territories and for the categories concerned.



https://www.e-unwto.org/doi/book/10.18111/9789284423804 - Tuesday, October 04, 2022 5:57:17 AM - IP Address: 145.12.103.132

JAPAN

In the financial year (FY) 2021, with the aim of promoting and spreading tourism risk management in various regions, the Guidance for Preparing Tourism Crisis Management Plan was developed for local governments, DMOs and tourism businesses as an introductory tool. The government collected, analyzed and organized domestic and international good practices for crisis response in each of the four R-phases, which are considered the basic elements of tourism risk management:

1. Risk reduction;
2. Readiness;
3. Response; and
4. Recovery.

In addition, a webinar was held to introduce the use of the guidance documents. Furthermore, while utilizing past efforts, a Tourism Crisis Management Communication Plan will be developed as a part of the project of the APEC Tourism Working Group.

MEXICO

Mexico's governance model aims at providing for effective public/public coordination and consultation.

The Tourism Advisory Council: Consultative body of the Ministry of Tourism, aiming at proposing the formulation of strategies and actions for the coordination of the units and entities of the Federal Public Administration, in order to achieve an integral development of the national tourism activity, using among other mechanisms the forums of consultation and published memoirs. (Basis: article 12 of the General Tourism Law.)

The National Conference on Tourism: Coordinating body between the three levels of government, responsible for establishing the bases for the policy, planning and programming throughout the national territory of the Tourist Activity, referred to in Article 2, section II of the Law. (Basis: article 8 of the Regulation of the General Law on Tourism)

UNITED KINGDOM

The GBP 4.8 billion Levelling Up Fund will invest in infrastructure that improves everyday life across the United Kingdom up until 2024/25. The first round of the fund focusses on three themes, all of which are likely to have clear benefits for local visitor economies. These include:

1. Transport developments like developing cycle paths and accessibility features, enabling residents and visitors better access to and travel within destinations;
2. Town centre regeneration, making places more attractive to visitors; and finally
3. Maintaining and regenerating much-loved cultural and heritage institutions and visitor attractions, to protect and strengthen the local offer for visitors.



02 G20 AND GUEST COUNTRIES CASE STUDIES ON MSMEs AND COMMUNITIES

ARGENTINA



✘ MSMEs

PREVIAJE (PRETRIP) PROGRAMME, 2020 AND 2021 EDITIONS

✘ Description

PreViaje programme is a public policy to stimulate and encourage the demand for goods and services in the tourism sector designed and promoted by the Ministerio de Turismo y Deportes (Ministry of Tourism and Sports) of Argentina.

It was conceived and used as a palliative for the serious damage suffered by the sector because of the crisis caused by the COVID-19 pandemic; and continues to be used as a tool to direct and encourage tourism demand, to promote investments in the sector and stimulate job creation. Its innovative character denotes a singular modality of state intervention based on the principles of a present state in coordination with the private sector, with a view to generating an efficient use of public spending and mobilizing the savings available in households.

In general terms, the programme pursues four main objectives:

1. Stimulate the demand for domestic tourism;
2. Mobilize surplus savings in pesos (ARS) and retain it within the formal system;

3. Protect the tourism sector from the pandemic and the adverse effects of the international context; and

4. Contribute to increasing employment and formalizing the income of the tourism sector.

The PreViaje programme seeks to promote the purchase of national tourist services by recognizing those who purchase a national tourist service in advance (accommodation, excursions, transportation) – a sum of money equivalent to 50% of the expenses incurred. In terms of operation, the programme consists of two major stages: a first for generating the benefit, and a second for granting and using it.

In the first stage, advance purchases made from tourism providers enrolled in the programme must be accredited by means of their respective vouchers on the official PreTrip platform to verify their validity and recognition of the benefit. In the second stage, the benefit is granted, through a preloaded credit card to be used in other tourist goods and services from the date of the trip and throughout the Argentine territory.

PreViaje had two editions: The first encouraged advance purchases between 21 September and 31 December 2020 to travel throughout 2021, while the second promoted advance purchases between 12 August and 31 December 2021, to travel between November 2021 and December 2022.



Other relevant information

It is worth mentioning that according to an investigation carried out by the Argentine Tourism Observatory, the assessment of PreViaje is largely positive and its continuity generates great expectations in the community. This public policy is known by seven out of ten people interviewed and positively valued by 6 out of 10; and 7 out of 10 people agree with a new edition of PreViaje to encourage travel in medium and low seasons, and turn this programme into a state policy. In addition, the programme has been valued and distinguished both nationally and internationally, obtaining the Excellence Award at the International World Tourism Fair 2022 (FITUR) and the recognition by the UNWTO Secretary-General, Zurab Pololikashvili, who supported the initiative as a strategy to reactivate tourism. In turn, officials and representatives of the technical teams of the Ministry of Tourism and Sports have held meetings with their peers from Ecuador, Peru, Chile and Paraguay, who have shown interest in replicating the programme in their countries. Finally, it is worth noting that on 29 June 2022, the registration of providers to participate in the third edition of PreViaje was enabled. What used to be an emergency policy in a context of crisis is now a tourism promotion policy in a context of economic recovery and normalization of activity, the specific objective of which is to promote tourism in the low season and contribute to de-seasonalizing tourist activity.



✘ Relevant features

There are four aspects of the PreTrip programme to highlight:

1. **Optimization of public investment:** Public investment to finance the programme is relatively low, since the state collects taxes in two instances: when the tourist buys his vacation in advance and, later, when he uses the credit. This, in addition to reducing its fiscal cost, promotes the circuit of the formal economy.
2. **Role of the private sector:** PreViaje differs from most public policies of subsidies or direct transfers of resources since the credit is granted from purchases that the beneficiaries make to the private sector, the latter assuming a leading role in both generation and use of the profit.
3. **Universality:** There are no restrictions to participate in the programme other than having reached the age of 18. Regarding tourism providers, all those who belong to the tourism chain and are duly registered with the Federal Administration of Public Revenues (Administración Federal de Ingresos Públicos – AFIP) can participate as credit generators. These include:

- Travel agency services;
- Accommodation services;
- Air transport services;
- Long-distance transportation services;
- Car rental services;
- Tickets to museums and recreational parks;
- Excursion services; and
- Others

4. **Improved social mood:** It helps guarantee the right to vacation, allowing citizens moments of leisure and recreation after the restrictions on movement in the context of the COVID-19 pandemic. Below are the main results of the first two editions of the PreTrip programme:

- More than ARS 165,000 million (USD 1.5 billion) mobilized within the tourism sector;
- More than 5 million tourists;



- More than 400,000 elderly people differentially benefited (70%);
- More than 14,000 tourism providers and establishments in the country benefited (since most of them are MSMEs); and
- More than 90% occupancy in all tourist destinations in the country in the 2021/22 summer season.

In short, PreViaje has contributed to the fact that the last summer season 2021/22 has been considered a record in the last two decades, both by public and private measurements, and has meant that more than 32 million tourists have vacationed in Argentine territory.

Weblinks:

PreViaje programme:
www.previaje.gob.ar
www.previaje2020.gob.ar
www.previaje2021.gob.ar

✘ COMMUNITY

PLAN NACIONAL DE FORTALECIMIENTO DEL TURISMO SOCIAL (PNFTS) (NATIONAL PLAN FOR STRENGTHENING OF SOCIAL TOURISM)

✘ Description

The main purpose of the National Plan for Strengthening of Social Tourism is to promote community access to tourism and recreational practices, facilitating the participation of social sectors with less availability or resources to access the right to tourism.

The programme comprises three intervention programmes and a transversal line of action:

1. Tourist Units programme: The Tourist Units are two hotel and recreational complexes belonging to the national state, located near two tourist destinations in



Argentina in the Province of Buenos Aires and in the Province of Mendoza. They were built in 1945 with the aim of developing the so-called *social tourism*, aimed at workers and retirees in the country. In the last two years, its development was prioritized and a specific programme was created, managed by the Ministry of Tourism and Sports, for the recovery of the Tourist Units of Chapadmalal and Embalse as symbols of social tourism in Argentina under the criteria of security, accessibility and well-being.

The Embalse Tourist Unit is located in the Calamuchita Valley, in an area of 700 ha. It has seven hotels and 50 houses (with a capacity of nearly 3,000 hotel beds) and additional buildings for administration, medical service, general services and pavilions for service personnel.

The Chapadmalal Tourist Unit is located on the Atlantic coast in an area of 75 ha, with nine hotels and a capacity of 4,000 hotel beds, and additional buildings for administration, medical service, general services and pavilions for staff.

2. National Social Tourism Network Programme; It includes the expansion of the public offer of social tourism throughout the country with agreements between the provincial governments. This is proposed through the improvement of tourist and recreational establishments throughout the territory.

3. Federal Social Tourism Programme: It involves the incorporation of social, recreational and sports proposals as an alternative or complement to the current tourist services at affordable rates for tourists (programmes of 5 to 7 nights with half board). Likewise, the participation of organizations of the social and popular economy is proposed, along with micro-, small and medium-sized enterprises in the value chain.

4. Social Tourism Observatory: Created out of a participatory, intersectoral and federal nature, it aims at monitoring and evaluating the Social Tourism Programmes ensuring they can be carried out based on the creation and application of a system of indicators.



✘ Relevant features

In December 2019, under the purview of the Ministry of Tourism and Sports of Argentina (MTYD), a new National Directorate of Social Tourism was created, with the main management objectives to promote social tourism and the enhancement of the Tourist Units.

In 2015, social tourism represented 28% of the budget of the Ministry of Tourism and Sports, falling progressively until it reached 8% in 2019. Between 2015 and 2019, visitors fell by 72%. In 2015 there were 6,670 places and in 2019 there were 1,080.

Chapadmalal Tourist Unit had nine hotels, of which seven were open to social tourism. By 2019 there were only three open ceded to different organizations. The Reservoir Tourist Unit had six open hotels and around 50 cabins in operation. As of 2019, there were three hotels open and all the cabins closed.

Regarding the previous diagnosis, new lines of action began to be outlined. Social tourism has been prioritized as a strategic axis, recognized as a means to guaranteeing

access to the entire population (above all to the most neglected), in the best possible conditions. The first actions in 2020 focussed on improving the quality of benefits and services, improving the hotel infrastructure and thereby increasing the capacity and availability of places, recovering the historical value of the tourist complexes, encouraging those who, with great effort, sustained actions during the years of neglect and redouble efforts to gradually improve the conditions of infrastructure and services. In 2022, 13 percentage points of the budget of the Ministry of Tourism and Sports were recovered. And of this, 50% is allocated to improvements in infrastructure works.

Visitors to Tourist Units

With the start-up of the first works, in 2020 tourists increased by 77% compared to 2019. On the other hand, the participation of visitors from social organizations and educational institutions increased by 300%.

Recovery of transferred hotels

In 2019, the programme recovers in the Tourist Unit of Chapadmalal and hotels 7 and 8 are conceded to the National Gendarmerie.



COVID-19 health emergency

Faced with the emergency imposed by the pandemic, the Tourist Units had to close for tourism purposes but accompanied the health emergency process, first as extra-hospital isolation centers, and second as direct care for the local health system. One of the hotels accommodated more than 100 homeless people in the context of the pandemic. In the case of the Embalse Tourist Unit, beds and 24-hour medical guards were made available. One of the hotels functioned as an Outpatient Unit for isolation. This, in turn, required rapid infrastructure improvements, which was accompanied by a corresponding budget increase. In the course of 2020, having quadrupled the credit to give effect to the investment, the social tourism area focussed on carrying out bidding processes for the comprehensive improvement of both units.

Infrastructure improvement

During 2020, infrastructure improvement processes were carried out on four hotels in Chapadmalal and three in Embalse. Carpentry, equipment for medical services, plumbing, electrical installations and installation of elevators for people with reduced mobility were carried out. At the same time, a medium- and long-term planning

process was started to allow the implementation of an approach for all hotels. In this sense, with the Ministry of Public Works of Argentina, the development of works for ARS 1,500 million for the integral re-functionalization of the Hotels was agreed. An agreement is in process with the Fondo Financiero para el Desarrollo de la Cuenca del Plata (FONPLATA) for international financing that allows the integral re-functionalization of more hotels. The project includes interventions in the sports complexes, in the squares and games sector, in the pools and in the tea houses of both Units.

Weblinks:

Functions of the Ministry of Tourism and Sports linked to social tourism:

<https://www.argentina.gob.ar/turismoydeportes/social>

Plan Creation Resolution:

<https://www.argentina.gob.ar/normativa/nacional/resolucion-%20642-2021-359003/text>

Detail of the works hotel by hotel and status of the Tourist Unit of Embalse:

<https://www.argentina.gob.ar/turismoydeportes/tur-social/obras-en-marcha-en-la-unidad-turistica-embalse>

Detail of the works hotel by hotel and status of the Chapadmalal Tourist Unit:

<https://www.argentina.gob.ar/turismoydeportes/tur-social/obras-en-marcha-en-la-unidad-turistica-chapadmalal>

AUSTRALIA



✂ MSMEs

KANGAROO ISLAND SMES LOOK TOWARD SUSTAINABLE TOURISM DEVELOPMENT

✂ Description

Kangaroo Island, located off the South Australian coast near Adelaide, is an iconic high-yield Australian tourism destination for both domestic and international visitors. It was severely impacted by the 2019/20 bush fires and subsequently by COVID-19.

The Kangaroo Island Tourism Alliance (a not-for-profit SME marketing organization) and the South Australian Tourism Commission have together created a tourism development strategy to maintain the reputation of the island as a world leading tourism destination. The strategy includes employment and skills planning and infrastructure investment to modernize facilities and services.

✂ Relevant features

- MSME networking;
- Collaboration between all levels of government and businesses; and
- Focus on resilience and the effective management of risks associated with over-tourism

Weblink:

Kangaroo Island Tourism Alliance:
www.tourkangarooisland.com.au/about-kangaroo-island-tourism-alliance



✘ COMMUNITY

CAMPING WITH CUSTODIANS

✘ Description

The Camping with Custodians programme, an initiative from Tourism Western Australia, builds community-operated campgrounds on Aboriginal and Torres Strait Islander land where visitors have the chance to stay with traditional owners and experience local Aboriginal culture. Camping with Custodians also provides economic and job security for Indigenous communities by seed funding and developing small scale resilient and sustainable tourism enterprises, that are then transitioned back to traditional owners to manage, grow and evolve.

✘ Relevant features

- This investment creates a sense of pride for the landowner groups and acts as an incubator for other Aboriginal-owned businesses.
- It also builds business capacity within Aboriginal and Torres Strait Islander communities in Western Australia.

Weblinks

Camping with Custodians:
www.tourism.wa.gov.au/industry-support-and-events/tourism-development/Aboriginal-tourism/Pages/Camping-with-Custodians.aspx#/

CANADA



✂ MSMEs

THE ROLE OF ASSOCIATIONS AND RECOVERY PLANS TO BETTER SUPPORT THEIR MEMBERS.

✂ Description

- Tourism HR Canada (THRC) has put together a series of resources to assist tourism stakeholders, including a 10-Point Recovery Plan that includes recommendations to help the tourism sector recover by ensuring it has a post-COVID-ready workforce. THRC also launched an online toolkit that includes tools and downloadable content on the five modules (workforce, communications, marketing, strategic planning, and budget and finance), all designed to give tourism operators the knowledge and resources they need to rebound and succeed.
- Restaurants Canada (RC) has drafted guidance for food service operators to implement as they re-open. The guidance outlines enhanced cleaning practices, food safety practices, workplace protocols, as well as recommendations for marketing, financial planning and training, all in light of COVID-19. The guidance also provides signage that can be used (i.e., regarding hand washing or sanitizing areas) and templates to be completed indicating steps taken on

enhanced protocols (e.g., social distancing, cleaning and disinfecting). In addition, RC has developed a crisis preparedness and business continuity guide for foodservice operators, and also offers webinars to better understand how to navigate the 'new normal'.

- The Hotel Association of Canada (HAC), in partnership with the American Hotel and Lodging Association (AHLA), has launched industry-wide guidelines/standards to ensure guests and hotel employees have confidence in the cleanliness and safety of hotels when travel resumes. This initiative aims to improve hotel cleaning practices, social interactions and workplace protocols, while maintaining transparency for guests during their stay.

✂ Relevant features

Canada's industry associations have adapted their work to better assist their members in the tourism sector to deal with the crisis, including informing them of the measures and programmes available to them. Some associations have also shared reports, recommendations, guidelines

Web links:

Restaurants Canada: <https://www.restaurantscanada.org/>

Tourism HR Canada: <https://tourismhr.ca/>

Hotel Association of Canada: <http://www.hotelassociation.ca/>



✘ COMMUNITY

THE TOURISM RELIEF FUND

✘ Description

Although the promotion of inclusive community development is not explicitly set out as one of the goals of the Tourism Relief Fund (TRF), it can be one of the indirect benefits of TRF. The regional component of TRF (which comprises CAD 485 million of the Fund's total CAD 500 million envelop) is meant to support tourism entities in strategically adapting their products and services to adjust to public health requirements, while planning for, and investing in, recovery efforts for future growth. The TRF focusses on empowering tourism entities to seize opportunities in domestic markets and on helping the sector reposition itself for international visitors. In administering the TRF, priority consideration is given to projects.

Thus, the priorities of TRF focus largely on the benefits that the tourism business or organization brings to its community and region:

- That support the indigenous tourism sector;
- Where the recipient business/organization is of strategic importance to the tourism sector in the region;
- That contribute to the economic development of a region;
- That contribute to job creation in the region; or
- That take place in a tourism-dependent community/region, including projects supporting downtown cores.

CHINA



✂ MSMEs

HiCHINA TRAVEL

✂ Description

HiChina Travel is an online travel community founded in 2017 in Beijing. It is a platform committed to offer travel guides, tips, blogs and discussions concerning travel in more than 200 destination cities in China. This travel intelligence has greatly encouraged fully individual travellers (FIT) visiting China. HiChina Travel also provides package tours and events featured with unique local culture. Through the content production by paid generated content (PGC) and UGC, it is dedicated to narrow the information gap between the *real* China and the *imagined* China in foreigner's mind. Based on this, it is also a matching and trading platform for tour providers and international tourists.

Usage of digital tools: practice, benefits and future plan

Since HiChina Travel itself is an online platform and its business model is based on information sharing, the usage of digital tools (website) is from the very moment it was founded. It has accounts on popular social media, not only the mainstream ones, like Facebook, Twitter and Instagram, but also specific ones like Vkontakt in the Russian Federation and Naver for Korean markets. These social media contribute a lot in customer capture and positive brand image exposure.

It is estimated by public reports that expats in China decreased around 90% after 2020, but still there are about 800,000 to 900,000 foreigners living in China. After the pandemic, with the target market shift, to localize the social media platforms will be an essential choice for HiChina Travel. It has attached more importance to the domestic social media, mainly WeChat and its Official Fan Page, Video Channels and Mini Programme which are the mostly used social media in China both by enterprises and individuals including the expats. HiChina Travel has witnessed a 80% increase of sales on WeChat platform during the past two years. Meanwhile, they keep posting texts, pictures and videos on the international social media, such as Facebook, in which HiChina Travel has over 2.6 million followers and the number is still growing. The numbers of followers in Instagram and VKontakt are growing fast by locals who are willing to work, study or doing business in/with China.

The benefits of digital tools (mainly social media and the website) include:

- Customer interest capture even during the pandemic;
- A bigger potential customer pool brought by followers in the social media – the total number of followers has increased by 20% during the past two years;
- Timely customer service through digital tools, mostly the instant messaging tools, include Wechat, as



well as the automatic chat box on the website and Facebook; and

- Instant reactions from followers online, to test their satisfaction about a destination itself or travelling stays, transportation and food services of the destination. Also, comments and feedback on Wechat fan pages will show how good a company has done.

As to the future plan of digital tool usage, to improve its ability in customer capture and promotion online, HiChina Travel will put more efforts in the video-dominated platforms, like YouTube, Instagram, DouYin (Tik Tok), etc. With the reopening of the inbound tourism market in China in the future, overseas offices are probably set up with local employees who are much more familiar with their specific social media, like Kakao Talk in the Republic of Korea.

Difficulties and challenges in using digital tools

In the usage of digital tools, HiChina Travel faces certain technical difficulties. For example, they agree that short videos are the trend of digital marketing, and plan to register in DouYin and its overseas version Tik Tok. However, because the difference of domestic and overseas version of this short video platform, and different functions in different countries, it takes them more time and hands to be familiarized with these platforms.

Expectations and suggestions on government's measures and policies

As for the usage of social media, especially the international platforms, government restrictions are expected to be relaxed gradually. With more ease in their usage and less operational cost, it will be easier for Chinese travel operators to promote travel products, as well as Chinese tourism destinations towards customers overseas.

✂ Relevant features

After the COVID-19 pandemic, HiChina Travel has shifted their target market from inbound to domestic. Thanks to the fact that a large portion of their clients and social media followers are expats living in China, especially those studying and working in China, they are also important contributors of user generated content (UGC). After the outbreak of COVID-19, most of them stayed in China and became the main customers of HiChina Travel. Besides the tour services, HiChina Travel provides concierge services related to work visa application, PCR tests, etc. They also sell some specialty products from the rural areas.



✘ COMMUNITY

SOLVING RURAL ACTIVATION PROBLEMS THROUGH A NEW PATH OF "SITUATIONAL VILLAGE" CONSTRUCTION

✘ Description

Chayuan Natural Village, Xitan Village and Longyang Town are located at the southern part of the national natural reserve of Jiulong Mountain and the junction of Suichang, Longquan and Pucheng in Zhejiang and Fujian Provinces. With a population of 155 from 42 households, it has only 103 mu (approx. 6.7 ha) paddy fields, with 0.66 mu (approx. 440 m²) per capita, which is far lower than the county's average level. Most of the paddy fields are terraced fields that are difficult to cultivate. There is a small amount of per capita farmland in the village. Besides, scattered plots and undulating terrain resulted in low efficiency of the agricultural industry, which can only meet basic food and clothing needs for the villagers. As there is no pillar industry in the village, the villagers have to go out as migrant workers for a living.

Measures

1. Take 'culture' as the soul to promote the original transformation and build beautiful appearance of the village. In the process of village construction and building renovation, full use of the two golden signboards of Chayuan Village was made, namely, the intangible cultural heritages of Zhejiang Province, including Tea Garden Martial Arts, and National Ecological Cultural Village. The original style of Chayuan Village was transformed and upgraded, and an ecological village for 'Yearning countryside and seeking homesickness' was created by first, defining the inheritance path, second, preserving the homesickness culture and third, integrating the martial arts culture.
2. Stick to 'people' orientation, promote the integration of agriculture and tourism, and develop the rural industry by first, invigorating idle assets to increase income, second, promoting ecological products to increase income and third, creating more jobs to increase income.



3. Promote the 'integration of old and new villagers' in a 'harmonious' way and address the gaps of the village by first, jointly exploring the path of rural revitalization, second, promoting lifestyle sharing and third, promoting co-governance of beautiful villages.

✘ Experience and inspirations

Next step and overall objectives

Create a national model of rural activation and a key village for rural tourism nationwide; and build a research and study travel camp at the provincial level.

Recent objectives

Put recent focus on the construction of the village renovation project and build the intangible cultural heritage hall of martial arts, public facilities of cultural and tourism among others. Strengthen the operation and management of the project and play a greater role in increasing the income of the village collective and helping villagers to get rich. Provide more guidance and trainings for indigenous people of the villages, attract more

villagers to work in the enterprise, and further achieve employment at the doorstep.

✘ Relevant features

- The increase in income of the village collective and villagers. Before 2016, the per capita income of Chayuan Village was about CNY 9,000. Now, the per capita income of a villager family with labour force exceeds CNY 30,000.
- Share rural elements with urban customers and take it as a means for rural activation. Attract urban residents to live in the villages and interact with the folklore, culture, public welfare, education, tourism and other aspects across Suichang County.

FRANCE



✘ MSMEs

THE SUSTAINABLE TOURISM FUND

✘ Description

Set up within the framework of the national plan 'France Relance', the Sustainable Tourism Fund aims to support, through financial aid, tourism MSMEs (according to the European definition) located in rural areas, in their transition towards sustainable tourism. This fund was initially endowed with EUR 50 million and its allocation in public funds will be increased within the framework of the 'Destination France' plan. The Sustainable Tourism Fund is managed directly by the French agency for ecological transition (Agence de la transition écologique - ADEME) and pursues the following objectives:

1. To make sustainable development the priority for the recovery of tourism;
2. To recover from the crisis with an attractive ecological transition project; and
3. To develop the attractiveness of rural areas and the quality of offer.

✘ Relevant features

The objective of the Sustainable Tourism Fund is to financially support projects by covering costs related to the transition, emergence and maturation of sustainable tourism projects. The aim is to contribute to the recovery of the tourism sector and to the emergence of a quality offer, able to meet the new expectations of visitors in terms of respect for the environment and populations. The fund aims to finance, in the form of flat-rate subsidies, investments and/or studies carried out by the MSMEs from a pre-defined list of nearly 70 possible operations.

Weblink:

Agence de la transition écologique:

<https://agirpoulatransition.ademe.fr/entreprises/aides-financieres/2022/fonds-tourisme-durable-restaureurs-hebergeurs-accelerez-transition>



✘ MSMEs

THE SLOW TOURISME LAB

✘ Description

In addition to the Fund, an incubator dedicated to slow tourism, the Slow Tourisme Lab, aims to support innovation and encourage the emergence of sustainable projects for the benefit of rural areas. This incubator, created in 2017, is part of the 'France Tourisme Lab' network, composed of nine tourism incubators located throughout France.

✘ Relevant features

The objectives of the Slow Tourisme Lab are

- To promote a more sustainable, human way of travelling as opposed to mass tourism; and
- To create innovative tourism technologies and services applicable in rural areas for leisure and business tourism.

The Slow Tourisme Lab offers startups a set of support and shared tools to develop their projects:

- Connecting with local producers and partners;
- Theme days and discovery days;
- Open data;
- Development and promotion of the activities; and
- An accelerated access to the market of the Région Grand Est thanks to the network of tourism institutions (tourist offices, departmental tourist committees/agencies, regional tourist committee).

Weblink:

Slow Tourisme Lab: <https://www.slow-tourisme-lab.fr/>



✘ COMMUNITY

AVENIR MONTAGNES PLAN

✘ Description

The *Lois Montagne* (Mountain Laws) of 1985 and 2016 have recognized both the amenities (water resources, biodiversity, unique landscapes, etc.), the assets in terms of quality of life, employment and leisure activities, as well as the hindrances (relief, climate, isolation) of the French massifs. On this basis, these laws have established the commitment of the national community to support these territories. The fragility of mountain areas and their vulnerability to climate change, make it necessary to strengthen the support to accelerate their adaptation to the major transitions underway, notably demographic, ecological and digital transitions.

Since the beginning of the crisis, more than EUR 5.4 billion have been allocated to support mountain territories and their activities. After a consultation with local stakeholders (local authorities, private sector, National Mountain Council and Massif Committees) and ministerial visits to the field, the French Government decided on a plan in May 2021 to support the mountain economy towards a more sustainable tourism. Called Avenir Montagnes, this plan includes an investment aid component and an engineering support system.

✘ Relevant features

The plan is structured around two cross-cutting measures and three thematic areas of intervention:

- Promote the diversification of the offer and attract new customers;
- Accelerate the ecological transition of tourism activities; and
- Boosting leisure real estate.

Nearly EU 650 million in new public funds will be mobilized and should generate investments of up to EUR 1.8 billion.

Weblink:

Government of France (2021), *Avenir Montagnes – Accompagner les territoires de montagne vers une offre touristique résiliente et durable, adaptée aux spécificités de chaque massif*, online available at: https://www.gouvernement.fr/sites/default/files/document/document/2021/05/dossier_de_presse_-_presentation_du_plan_avenir_montagnes.pdf [17-08-2022].

GERMANY



✘ MSMEs

DESTINATURE® DORF – DESTINATURE VILLAGE

✘ Description

Opened in May 2020, destinature is a cottage area on the edge of the Lower Saxony Elbe Valley Biosphere Reserve. In a personal project the founders of WERKHAUS (manufacturer of sustainable home and office accessories, furniture and product displays), build up the destinature village on stilts with environmentally friendly building materials and organic quality textiles. The entire cottage area is consistently made of sustainable materials and can be dismantled residue-free. The aim of this project is to strengthen the growing ecological awareness in tourism.

The project received the German Tourism Award 2021: First Prize and ADAC People's Choice Award

✘ Relevant features

- The destinature village shows that a vision of a responsible approach to the environment can be realized with a high-quality and economically successful tourism project. The sustainable and hip concept meets the spirit of the times, is comprehensively thought and excellently implemented.
- High demand and commercially successful.
- Close collaboration with local stakeholders and partners.

Weblinks:

Destinature Dorf:

<https://www.werkhaus.de/destinature/en/home/>

Deutscher Tourismuspreis:

<https://www.deutschertourismuspreis.de/innovationsfinder/werkhaus-destinature-dorf.html>



✘ MSMEs

THE PUBLIC TICKET SOLUTION

✘ Description

Visit Berlin and the Berlin Tourism and Congress Association launched a booking and visitor management system, which allows touristic and cultural service providers to allow customer access across different booking systems. The heart of the Public Ticket Solution is the Ticket Gateway module. The access management system ensures that tickets entitle the holder to immediate admission, regardless of the sales channel through which they were purchased. The Ticket Gateway is connected to the existing sales and access system of the respective providers. The dashboard provides comprehensive statistics and marketing data on ticket usage and the current volume of visitors. In addition to the Ticket Gateway, the Public Ticket Solution also includes a booking system with online booking and a channel management module.

The service was awarded with the second prize of the German Tourism Award 2021 for:

- Its solutions that works for different sales systems;
- Providing data on utilization and market research;
- Increasing sales reach, especially for smaller suppliers.

✘ Relevant features

The Public Ticket Solution, addressed to touristic and cultural service providers, offers a convincing solution for two current challenges at the same time: the harmonization of ticket systems and the increase of the sales reach, especially for small experience modules. A well-thought-out concept with great added value, which is also convincing due to its transferability to other formats and regions.

Minimizes cuing and reduces the workload of personnel reaching of over 400 million potential customers

Weblinks:

Public Ticket Solution:

<https://about.visitberlin.de/en/node/2060>

Deutscher Tourismuspreis:

<https://www.deutscher-tourismuspreis.de/innovationsfinder/berlin-public-ticket-solution.html>



✘ COMMUNITY

DAS KEHRWIEDER PAKET (THE RECURRENCE PACKAGE)

✘ Description

In order to support hospitality in Hamburg during the lockdown, two cooks, Tim Mälzer and Fabio Haebel, and Hamburg Tourism initiated the Kehr wieder-Paket campaign.

25 stakeholders, including restaurants, micro-beverage producers and food manufactures, took part in the campaign. The packages were packed with high-quality products like spice pastes, preserved vegetables, jams, coffee from small roasters, beer from craft breweries, alcoholic beverages from micro-distilleries and a discount coupon for a visit to Hamburg. The initiative offered Hamburg fans the chance to take home handpicked delicacies from local businesses.

The campaign was awarded with the third prize of the German Tourism Award 2021 for its:

- Creative solidarity campaign that generated sales in difficult times;
- High-quality, regionally typical products and appropriate design; and
- High reach.

✘ Relevant features

- The Kehr wieder (recurrence) campaign was well received: The packages (EUR 119 each) were sold out within a few days, and the response in social media was enormous. More than 3,100 packages in the typical port container look were sent. EUR 300,000 were distributed to the participating businesses, with the net proceeds of EUR 18,000 going entirely to the aid fund for Hamburg restaurateurs.
- The campaign shows a creative approach to increase the solidarity among the local communities and tourism businesses (in this case gastronomy), while assuring revenue during the lockdown.

Weblinks:

Kehr wieder Paket:

<https://marketing.hamburg.de/aktuelle-presse-meldungen-detailansicht/erfolgreiche-solidaritaetsaktion-fuer-die-hamburger-gastronomie-3-100-kehrwieder-pakete-werden-jetzt-versendet-2.html>

Deutscher Tourismuspreis:

<https://www.deutschertourismuspreis.de/innovationsfinder/haebel-maelzer-hamburg-tourismus-kehrwieder-paket.html>



https://www.e-unwto.org/doi/book/10.18111/9789284423804 Tuesday, October 04, 2022 5:57:17 AM - IP Address: 145.12.103.132



✘ MSMEs

MSMEs IN TOURISM

✘ Description

The tourism sector is one of the worst affected due to the COVID-19 pandemic. The strict lock downs, interrupted air travel, closed-down hotels and other such travel restrictions were imposed to prevent the spread of the pandemic. The MSME-dominated tourism sector also witnessed a decline in its share in the Indian GDP by 120 basis points to 4.7% in 2020, from 6.9% in 2019, State Bank of India Research noted in a report in June 2021.

To address the impact on MSMEs and other businesses in hospitality, travel and tourism, leisure and sporting sectors, the government extended in March 2021 the scope of the Emergency Credit Line Guarantee Scheme (ECLGS) through the introduction of ECLGS 3.0.

31 MSMEs units sanctioned INR 234.7 crore during 2021 as ECLGS by Tourism Finance Corporation India Limited (TFCI). Under the Atmanirbhar Bharat Package, various steps were taken to attract foreign tourists:

- Extended e-visa facility;
- 24/7 toll free multilingual tourist helpline; and
- Free tourist visa for first five *lakhs* tourist till 31 March 2022 to name a few.

Weblinks:

Atmanirbhar Bharat Package, press release:
<https://pib.gov.in/PressReleaseDetailm.aspx?PRID=1741926>
 Emergency Credit Line Guarantee Scheme:
<https://pib.gov.in/PressReleasePage.aspx?PRID=1759251>
 Government of India (n.d.), *Schemes for MSMEs 2022-23*,
 online available at: <https://msme.gov.in/sites/default/files/FlipbookEnglishSchemeBooklet.pdf> [19-08-2022].



✘ COMMUNITY

ROJGAR YUKT GAON SCHEME

✘ Description

This scheme aims towards development of Khadi and creation of sustainable employment opportunities. It will be rolled out in 50 Villages by providing 10,000 Charkhas, 2000 looms and 100 warping units to Khadi artisans, and would create direct employment for 250 artisans per village. It will transform socioeconomically distressed villages into sustainable and self-reliant Khadi based enterprises. This programme will provide opportunities, generate income and build sustainable self-reliance to communities.

✘ Relevant features

- The scheme aims to promote new enterprises and enable and facilitate capacity building of the existing MSMEs and sustainable Tourism.
- It aims to expand the base of entrepreneurship to different sections of the society through skill development, achievement and providing motivation for self-employment and entrepreneurial skill.

Weblinks:

Entrepreneurship and Skill Development Programme (ESDP)

Scheme:

<https://www.investindia.gov.in/schemes-mSMEs-india/entrepreneurship-and-skill-development-programme-esdp-scheme>

Government of India (n.d.), *Schemes for MSMEs 2022-23*, online available at: <https://msme.gov.in/sites/default/files/FlipbookEnglishSchemeBooklet.pdf> [19-08-2022].

INDONESIA



✂ MSMEs

RUMAH ATSIRI INDONESIA (RAI)

✂ Description

Rumah Atsiri Indonesia, as an aromatic wellness destination, has regularly shared the knowledge and information about holistic health for visitors and general audience through media channel. Rumah Atsiri Indonesia is committed to growing together with the locals of Plumbon. Until now, it has collaborated with the local community by hiring locals that occupy 80% of the employment in the company. The leading partner is the local Plumbon and the government.

✂ Relevant features

The Plumbon Village, Tawangmangu, is rich in natural resources with a high potential. Through the Local Champion Programme, Rumah Atsiri Indonesia has fostered several MSMEs in Plumbon, Tawangmangu. With RAI's solid and firm willingness, they manage to get the food license in a home-scaled enterprise. Products made by these MSMEs are well-curated and undoubtedly of high quality. RAI also facilitated the MSMEs to showcase their

products in Rumah Atsiri as a pacesetter for the broader market. RAI prioritized inclusivity, as more than 50% of the employees in Rumah Atsiri Indonesia are women, with around 80% of them sitting in the middle to top position inside the company.

For the locals of Plumbon, RAI created the Sekolah Lurah (School for the Head of the Village) in collaboration with Indonesia Islamic University (UII). This programme aims to assist in mapping the village's potential and guide on framing the village rules. They also implemented Lembaga Pelatihan Kerja Perusahaan (LPKP) or Job Training Institute listed on the Department of Trade, Manpower, Cooperatives, Small and Medium Enterprises with the locals of Tawangmangu as the main target to be trained as the museum and tour educators.

Weblink:

Rumah Atsiri Indonesia (RAI) Instagram presentation:
<https://www.instagram.com/rumahatsiri/>



✘ COMMUNITY

INDONESIA TOURISM VILLAGE AWARD

✘ Description

The 2021 Indonesian Tourism Village Award is an event for recognizing tourism villages that have achievements based on a set of criteria from the Ministry of Tourism and Creative Economy.

Economy

This event aims to make Indonesian tourism villages world-class and highly competitive tourism destinations.

The 2021 Indonesian Tourism Village Award has as theme 'Indonesia rises'. This theme aimed to encourage the spirit of tourism and creative economy actors in tourism villages to bounce back after the COVID-19 pandemic.

The 2021 Indonesian Tourism Village Award has seven categories. The application of:

- CHSE (Cleanliness, Health, Safety and Environmental Sustainability);
- Digital Villages;

- Souvenirs (Culinary, Fashion, Crafts);
- Tourist Attractions (Nature, Culture, Artificial);
- Creative Content;
- Homestay; and
- Sanitary.

✘ Relevant features

Tourism villages not only attract tourists but also open up new job opportunities and business opportunities for creative economy actors in Indonesia.

Weblinks:

- Indonesia's five priority destinations: <https://kemenparekraf.go.id/ragam-pariwisata/Anugerah-Desa-Wisata-Indonesia>
- Good News from Indonesia (2021), 'Daftar Lengkap Para Pemenang Anugerah Desa Wisata Indonesia 2021', online available at: <https://www.goodnewsfromindonesia.id/2021/12/08/daftar-lengkap-para-pemenang-anugerah-desa-wisata-indonesia-2021> [19-08-2022].
- Halman Utama VOI (2021), 'Apar Tourism Village Is In The Top 50 Of The ADWI 2021 Indonesian Tourism Village Award', online available at: <https://voi.id/en/news/111709/apar-tourism-village-is-in-the-top-50-of-the-adwi-2021-indonesian-tourism-village-award> [19-08-2022].

ITALY




✘ COMMUNITY

CAPUT MUNDI

✘ Description

The project intends to enhance the archaeological and cultural heritage of Rome in order to reactivate virtuous tourist routes starting from minor places or monuments that are not always involved in the large tourist flows. The Caput Mundi project is structured around six broad investments totalling EUR 500 million.

A synergistic action is expected with the great Jubilee event of 2025 that will involve the City of Rome, and which will be an opportunity to relaunch the cultural heritage and the economy of the city. Once the tourist sector has been normalized, the aim is to relieve congestion away from the great cultural attractions, the main archaeological sites and museums, but also the churches of the historic centre. The goal is to relaunch small complexes, often closed or occasionally open, in order to disseminate the knowledge of the history of the pagan and the Christian Rome. Through restoration and/or enhancement of an important

number of cultural sites, often located in peripheral areas – or in any case unknown because they lack a historical narrative that reveals their importance in history –, the aim is to relaunch the attractiveness of Rome so that the city may present itself in a renewed guise when tourism returns.

Closely connected and particularly important is the activation of a virtuous chain of training and staffing for the management of these areas and support to the users of the restored complexes. This is to be considered ancillary to the main project. The actions of restoration and enhancement of the archaeological heritage are completed with more targeted projects aimed at cultural heritage not always affected by public action. This includes parks and public gardens and cultural sites in the suburbs.

As parallel actions, the creation of a joint ticketing and the possibility of combining tour routes that alternate the main sites and the new peripheral complexes is envisaged. In addition, explanatory posters and road signs dedicated to the project will be created. Where possible, virtual reproductions of the historical phases of the monuments will be made and informative material in digital format will



be prepared. A dedicated application will constitute the container of cultural and logistical information. Finally, a substantial number of actions will support through culture the weakest part of the population and the young persons with projects of inclusion and active participation.

The project is therefore not only a list of interventions, but also a model of cultural use, as well as a model of enhancement for Rome, in which the digital component is an enabling factor for most of the projects and a tool for structural change for the city.

✘ Relevant features

The main objectives are:

- Significantly increase the number of cultural complexes restored and made accessible;
- Create valid and qualified tourist and cultural alternatives with respect to the crowded central areas; and
- Allow the training and entry into service of qualified staff for the management of the restored complexes.

The expected transformations are:

- Increased and diversified touristic offer, through new paths and new cultural themes within the city;
- Recovery of an important number of cultural complexes, through restoration actions aimed at reopening the sites;
- Relaunching of the tourist economy of Rome, through the substantial increase of the cultural offer especially in the peripheries and degraded areas; and
- Creation of new jobs in the tourism sector, through ancillary actions to this project aimed at involving personnel for the management and opening of sites.

JAPAN




✂ MSMEs

BESPOKE. INC – JAPAN AND OVERSEAS

✂ Description

Bespoke. Inc provides sightseeing and transportation information to tourists in multiple languages using artificial intelligence (AI) chatbots. Also, by developing guidance content and algorithms, they are giving guidance related to promoting excursions in the city while avoiding crowds.

In the event of an emergency, disaster-related information, including evacuation, information will be sent out in real time (a chatbot has also been developed that provides tourist information during normal times, but changes its function to provide disaster-related information when a disaster occurs). In light of the outbreak of the COVID-19,

they also provide guidance on what to do in the case of a suspected infection and on sightseeing spots where you can avoid crowds and close contact.

✂ Relevant features

Besides alleviating crowding in tourist spots and promoting regional trips, it will contribute to creating an environment which allows tourists to sightsee with peace of mind.

The service has already been introduced in about 40 locations (as of January 2022), including government agencies, municipalities and tourism businesses in

Weblink:

BeBot: <https://www.be-spoke.io/>



✂ MSMEs

WATAYA BESSO (SAGA PREFECTURE)

✂ Description

The guest rooms of a long-established hot spring inn, that had been out of operation due to the COVID-19, were renovated and turned into offices and meeting rooms to attract companies from Tokyo and other areas. Not only individual workcation workers, but also companies have actually moved in as satellite offices. They have prepared programmes which include experiencing the cultural history and food of the area and being able to take a rest in the hot springs whenever visitors want.

Weblink:

Onsen Workstation:
https://onsen-workation.jp/ureshino_watayabesso/



✘ COMMUNITY

SECOND HOMETOWN PROJECT - JAPAN TOURISM AGENCY

✘ Description

Since it will take some time for inbound tourism to fully recover, it will be necessary to continue stimulating demand for domestic tourism. Due to COVID-19 and the diversification of work and housing styles, there is an emerging trend of people wanting to avoid the crowded and close contact places and be in contact with nature, as well as having a connection with the countryside.

In light of these new trends, the Second Hometown Project was launched, aiming to:

1. Create a *second hometown* so to speak, promoting and establishing a new style of "travelling to the region over and over, as if to return to your hometown"; and
2. Make a region more profitable for its revitalization in collaboration of the whole community.

✘ Relevant features

Workshops, plan development, surveys and some demonstration projects will be conducted under public-private partnership.

Weblink:

Japan Tourism Agency, press releases:
<https://www.mlit.go.jp/kankocho/dai2nofurusato.html>



✘ COMMUNITY

HOT SPRING CERTIFICATION (TOYOOKA CITY, HYOGO)

✘ Description

Toyooka City, Hyogo Prefecture and Toyooka Tourism Innovation, a regional DMO, have created guidelines that include items specific to hot springs as measures against infectious diseases, and started a certification system. They are also working on a system that allows tourists to find out how crowded hot springs are.

✘ Relevant features

Certified facilities: 1,057 (as of January 2022)

Weblinks:

VisitKinosaki:
<https://visitkinosaki.com/travel-professionals/topics/17297/>
<https://visitkinosaki.com/news/covid-19-new-2/>

MEXICO



✘ MSMEs

THE EMPOWERING ENTREPRENEURSHIP INITIATIVE

✘ Description

The Entrepreneurship Empowerment Project was established to recover from the negative impacts caused by COVID-19. It is financially supported by ENPACT organization with an amount of EUR 9,000 allocated to companies, SMEs, cooperatives, social enterprises and indigenous enterprises in the tourism sector in Mexico. Support was provided in coordination with the ENPACT organization and funded by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, on behalf of the German Government.

✘ Relevant features

- Two editions of this initiative were carried out, helping a total of 165 Mexican companies with EUR 9,000 each, workshops and mentoring to adapt their business to the new normality.
- During the first edition, of the six participating countries, Mexico generated almost 60% of the qualified applications.
- Various promotional videos were made for the participating companies.

Weblink:

enpact: <https://enpact.org/overview/>

enpact YouTube channel:

<https://www.youtube.com/playlist?list=PLOcGe5kPwC3PqjUkDbriloB4iO-YIzTWm>

Ministry of Tourism (2020), *COVID-19 Relief Program for Tourism 2020–2021 – Covid-19 Welcome Package*, online available at: <http://sistemas.sectur.gob.mx/dgots/05-seleccionados-proyecto-enpact.pdf> [19-08-2022].



✘ COMMUNITY

COMMUNITY AND SUSTAINABLE TOURISM STRATEGY OF THE ISTHMUS OF TEHUANTEPEC

✘ Description

As one of the main strategies of the Isthmus programme, the strategy seeks to consolidate tourism activity so that it becomes one of the main economic activities and thereby contributes to compensating for the conditions of poverty and social backwardness in which the communities of the Isthmus of Tehuantepec find themselves.

✘ Relevant features

- The indigenous consultation for the Tehuantepec Isthmus development project was successfully carried out on behalf of the Ministry of Tourism (Secretaría de Turismo –SECTUR).
- 5 plenary sessions and 22 internal work sessions were held to prepare the strategy.
- Scouting was carried out for the integration of the tourist product and the identification of tourist sites and destinations, and potential services in the corridor.
- A Memorandum of Understanding is being negotiated with the Turkish Cooperation and Coordination Agency TIKA Mexico, to finance community and indigenous tourism projects in the region.
- The call for the design and strategic planning of a pilot circuit for the integration of biodiversity, conservation, richness and importance of the biodiversity of the Oaxacan coastal region has been published.

NETHERLANDS



✘ MSMEs

HOSPITALITY TOOL FOR ENTREPRENEURS

✘ Description

The entire hospitality sector in the Netherlands can use the hospitality tool for entrepreneurs. This tool was developed by Koninklijke Horeca Nederland (KHN) and NBTC (Netherlands board of tourism and conventions). It aims to provide entrepreneurs from the hospitality and tourism sector with knowledge and insights about ways to better serve regular and new visitors. Now and in the future.

The hospitality tool consists of knowledge and data that provides answers to many issues that entrepreneurs are currently dealing with. Based on seven themes such as determining target groups, market insights about foreign tourists, focussing on positioning and promotion, this tool gives entrepreneurs and managers insight into opportunities for attracting both regular guests and new visitors.

The aim is a hospitable welcome like never before and profitable business operations in tourism and catering.

Weblink:

Nederlands Bureau voor Toerisme & Congressen (2022), *Een gastvrij onthaal als nooit tevoren – Vaste én nieuwe bezoekers nóg beter bedienen*, online available at: <https://nbtcmagazine.maglr.com/visitor-readiness-tool/cover> [19-08-2022].



✘ MSMEs

ROADMAP – GETTING STARTED WITH DIGITAL EXPERIENCES

✘ Description

There are countless possibilities when it comes to digital experiences, from augmented reality apps and virtual reality experiences to artificial intelligence and virtual images. These digital experiences can improve the current product developments, help develop new products and put unknown areas on the spotlight. This development task contributes to Perspective 2030 (the national tourism vision of the Netherlands), making the Netherlands attractive everywhere.

Some parties are sometimes starting immediately with realizing a digital experience before answering a number of questions:

- What is your motivation for a digital experience?
- Which digital technique can you use?
- Which target group(s) are you targeting as a destination?

- In which phase of the customer journey are you?
- Are you, as an organization, ready for it internally?
- Do you already use a digital experience and what is the best way to evaluate it?

To help destinations with this, the Netherlands Board of Tourism and Conventions (NBTC) has developed a step-by-step plan in collaboration with Breda University of Applied Sciences (BUAS).

Weblink:

Nederlands Bureau voor Toerisme & Congressen, 'Aan de slag met digitale belevingen', online available at: <https://www.nbtc.nl/site/kennisbank/bestemmingsontwikkeling/aan-de-slag-met-digitale-belevingen-1.htm> [19-08-2022].



✘ COMMUNITY

AGENDA CONSCIOUS DESTINATIONS

✘ Description

The Center of Expertise on Leisure Tourism and Hospitality (CELTH) has put together a multi-year knowledge agenda for the hospitality domain. Knowledge on five urgent themes is being developed around this Conscious Destination Agenda. (Knowledge) Partners are challenged to coinvest and thereby strengthen the much-needed knowledge foundation under the hospitality domain. CELTH expressly opts for the destination level because that is where all the different subsectors and actors come together. At the destination, hospitality and value is created for tourists, residents and companies. In a Conscious Destination, the social value of the hospitality domain is put first. All actors work together towards the most positive possible impact (economic, social and ecological) for residents (quality of life), visitors (quality of experiences) and professionals (quality of work).

Weblink:

Centre of Expertise Leisure, Tourism & Hospitality – CELTH (2022), *Agenda Conscious Destinations*, online available at: <https://www.celth.nl/sites/default/files/2022-04/Agenda%20Conscious%20Destinations%20april%202022.pdf> [19-08-2022].

✘ COMMUNITY

CHEESE VALLEY – FROM GRASS TO CHEESE

✘ Description

Cheese Valley is a unique area in the middle of the Groene Hart region. It is made up of four municipalities with special stories and experiences and, above all, it is the heart and origin of real cheese, the Netherlands' yellow gold. Traditional craftsmanship and entrepreneurship come together in the middle of the Groene Hart of the Netherlands. This is where visitors find the taste of the low countries: cheese, in its purest form. Grass, cows and milk: real cheese. As it is only made, matured and eaten here.

30 million kg or 66 million pounds of yellow gold are ripened here. From young to mature, in all shapes and sizes. The doors of the cheesemakers and cheese warehouses are open to everyone. Farm life and hospitality are tangible and sincere attention to the environment, animals and sustainability are visible.

Weblink:

Cheese Valley: <https://www.cheesevalleyholland.com/en>

SAUDI ARABIA



✘ COMMUNITY

PREPARING A MODEL AND FRAMEWORK FOR COMMUNITY PARTICIPATION

✘ Description

This project aims to prepare a model and framework for community participation in the development of tourism, including:

- Mapping local stakeholders who traditionally associated with tourism employment (e.g., taxi drivers, hoteliers and tour guides) and groups traditionally not associated (e.g., elders, journalists, activists, environmental groups, women groups and Bedouins);
- Analyzing the cultural and social environment of the local communities for the destinations of Hail, Al Baha and Taif;

- Preparing a governance framework, including communication methods that connect various stakeholders; and
- Policies that govern the relationship among locals and other stakeholders; etc.

✘ Relevant features

- Mapping all local partners;
- Analysis for the locals' cultural and social environment;
- A governance framework;
- Activating the governance model in the three destinations; and
- Transferring knowledge



✘ COMMUNITY

ROYAL RESERVES ACTIVATION ENABLEMENT

✘ Description

The Ministry of Tourism and the Saudi Tourism Authority signed agreements with three different Royal Reserves to activate the touristic components of the Royal Reserves and to initiate cooperation between the signatories in achieving strategic alignment, destination development, investment attraction and marketing and promotion.

✘ Relevant features

- Assure the sustainability of development efforts in the Royal Reserves;
- Raise environmental awareness across the stakeholder ecosystem; and
- Engage the local community in developing and sustaining the Royal Reserves.

✘ COMMUNITY

AUTHENTIC SAUDI TOURIST VILLAGES

✘ Description

An initiative led by the Ministry of Tourism, in conjunction with the Heritage Authority, a number of government bodies, and the private sector, with the support of local communities, to build and promote the 'Authentic Saudi tourist villages'. The initiative aims to provide a distinctive experience for the visitor to get to know the local and rural communities with their unique characteristics, in addition to their rich history, traditions, hospitality and generosity, cultural diversity, folklore, authentic cuisines, and traditional handicrafts and the enjoyable daily life.

✘ Relevant features

- Sustain the tourism integration of tourist attractions within the destinations in the Kingdom to provide a mix of diverse products and experiences;
- Motivate and engage the locals in the rehabilitation and employment of heritage villages;
- Develop local communities and achieve a development balance;
- Provide the necessary basic services within the heritage villages;
- Encourage the establishment of SMEs to create new job opportunities; and
- Develop a model of tourism investment in villages with economic benefits and returns.

Weblink:

AlArabiya, Tablet Hotels, YouTube video:
https://youtu.be/7wy1_Z0jcPg [19-08-2022].



✘ COMMUNITY

TOURISM MULTI DONOR TRUST FUND (MDTF)

✘ Description

This Multi Donor Trust Fund (MDTF) by the World Bank aims to support developing countries by providing access to knowledge, technical assistance, and financing to enable timely and innovative activities to address the financing and knowledge gaps in Tourism. In alignment with the frameworks endorsed by G20 and global development partners, the MDTF will be based on the World Bank's integrated approach to Tourism which encompasses three thematic areas:

1. People: Inclusive jobs, productive firms and community development;
2. Places: Green, resilient and inclusive destinations and assets; and
3. Policies and markets: Policies, institutions and partnerships for competitive markets.

The MDTF is currently capitalized at USD 100 million due to a funding contribution by the Kingdom of Saudi Arabia, with a target of at least USD 200 million.

✘ Relevant features

Revitalization of small heritage towns and villages through leveraging local culture, promoting rural-urban integration and developing community-based tourism has been shown to economically benefit local communities through improved livelihoods, promote and safeguard heritage, and improve the livability. Tourism also acts as a vehicle for conservation of natural assets, including protected areas, in a manner that is inclusive for communities and helps alleviate poverty.



✘ COMMUNITY

HUMANIZATION OF CITIES, MEDINA AS AN EXAMPLE

✘ Description

The spirit of the place of Medina is a combination of the presence of the Prophet's Mosque, traditional heritage, monuments, spaces, roads and landscapes, as well as various intangible elements. Place memories, colors, smells, and many others.

Public spaces are engines of a unique sense of place, the connections between visible and invisible, tangible and intangible, and temporary and non-temporary. The diversity of identities of multicultural visitors interacting with residents, as cultures interact and fade, and people learn and share knowledge with each other. Major heritage sites include historic mosques, remnants of traditional fabrics, sites associated with important events, and landscapes such as mountains and valleys.

Contemporary civilization lacks the appropriate human scale, the building of a harmonious society, cultural identity, and an adequate public sphere. Social exclusion and unsustainable social stratification are also major concerns.

Therefore, the programme aims to achieve sustainable and balanced development between human dimensions,

social needs and urban development requirements, with a focus on aesthetic aspects and the provision of green areas and recreational spaces for all residents and visitors.

✘ Relevant features

- Participate, by encouraging communication between the programme and stakeholders;
- Identity, by enhancing the cultural identity of the places and contributing to creating an interactive environment;
- Livability, by providing vibrant environments through cultural initiatives and activities;
- Place making, by providing healthy places for all, through integrated networks of public places and pedestrian areas;
- Services upgrade, by enhancing public facilities and services, public squares and recreational activities; and
- Planning, integrated planning for all environmental, economic, social and cultural aspects.

Weblink:

Tablet Hotels, YouTube video:

<https://youtu.be/XPxhUc6h88I> [19-08-2022].



✘ COMMUNITY

ALULA FRAMEWORK FOR INCLUSIVE COMMUNITY DEVELOPMENT THROUGH TOURISM

✘ Description

The ALUla Framework for Inclusive Community Development through Tourism was developed by the World Tourism Organization (UNWTO) and the G20 Tourism Working Group on the occasion of the 2020 G20 Presidency. The Framework outlines how integrating inclusivity and sustainability into tourism models can benefit local communities while preserving the rich natural and cultural heritage of destinations around the world.

The Framework covers 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 – a) Empower; b) Safeguard; c) Prosper and d) Collaborate can be implemented?
4. How to measure and quantify the impact of the Framework?
5. How to shape new frontiers through innovation and digital transformation?



✘ Relevant features

The Framework provides guidance and inspiration to all governments, as well as all other key stakeholders in the tourism sector – including 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. 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 culture and drive a more inclusive and sustainable recovery of tourism.

Weblink:

World Tourism Organization (2020), *AIUla Framework for Inclusive Community Development through Tourism*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422159>.

SINGAPORE



✂ MSMEs

TOURS – TRIBE TOURS

✂ Description

Tribe Tours used new and engaging formats to attract the local audience. The format of a gamified tour was new and unexplored within Singapore's landscape. Tribe took the existing form of a gamified tour and worked with Escape Room designers (Ransack), to introduce an additional element of fun and intrigue into a typical Chinatown walk. Having a group-based competition format made it widely attractive to various audiences, from team building/bonding event for corporates/friends, to families with young children.

✂ MSMEs

FOOD AND BEVERAGE – JIGGER & PONY

✂ Description

Despite their closure for 166 days, Jigger & Pony reopened in September 2020 with enhanced product offerings, introducing "On the High Rice", a special pop-up where they featured rice boxes inspired by local flavours. To cater to consumer demands for cocktails at home, Jigger & Pony introduced doorstep delivery for their cocktails and accelerated the launch of their in-house cocktail brand, PONY. To ensure that both local and overseas audiences continue to keep up to date, Jigger & Pony conducted trained bartenders to conduct cocktail classes virtually to reach out to a range of different audiences. Through Havana Club, they released "how-to" videos to engage audiences and allow them to create their own drinks at home. Jigger & Pony also formed cross sector collaborations to enhance their product offering, collaborating with Janice Wong and local artist @samantha.staygogh to design bottle labels along with signature chocolates.



✘ MSMEs

ENTERTAINMENT - ZOUK

✘ Description

Since the pandemic hit in March 2020, Zouk Singapore adapted and adopted several resourceful initiatives, including the expansion of its food and beverage (F&B) programme with Capital Kitchen, and pop-up partnerships that included spin classes, cinema clubs and online retail.

✘ COMMUNITY

SINGAPOREDISCOVERS CAMPAIGN

✘ Description

Singapore may be a small country, but the city is filled with hidden gems and great experiences in every precinct, waiting to be discovered. With borders close during the height of the pandemic, the country rallied behind the tourism sector through the SingapoRediscovers Campaign, which supports local lifestyle and tourism business, and encourages Singaporeans and residents to venture out and explore different sides and hidden gems of Singapore.

The Campaign focusses on three broad areas:-

1. Partnering local communities to help locals discover hidden gems;
2. Curating precinct itineraries to create authentic experiences for locals; and
3. Collaborating with hotels, tour operators, attractions and precincts to develop quality experiences and attractive promotions. Precincts will be packaged as mini-holiday destinations, where locals can embark on a Singapoliday to enjoy the many experiences and promotions within.

This Campaign helped spur local businesses to think beyond traditional offerings and review business models, so that these tourism product developments for the locals can also serve as pilots, which can then be offered to international visitors when the borders reopen.

SPAIN




✘ COMMUNITY

SOMIEDO TOURISM SUSTAINABILITY PLAN

✘ Description

Somiedo is located in the south-west of Asturias, in the north of Spain, and all its territory is protected as a Natural Park since 1988, being also recognized as a Biosphere Reserve. The territory has 1,153 inhabitants (37% over 65 years old); the village has lost near 20% of its population in the last decade. Livestock remains today the main economic activity, although Somiedo has consolidated itself as tourism destination since its declaration as a Natural Park. Tourism activities mean about 16% of total employment. It has a rich cultural heritage which highlights on the biggest concentrations in Europe of ancient cottages of transhumant cattle rancher (teitos), also archeological remains, churches and monasteries from the 17th and 18th centuries, museums, popular festivals, etc. Nowadays, Somiedo is the best European destination to watch brown bear in freedom.

The Tourism Sustainability Plan aims to:

- Protect the natural and patrimonial resources of Somiedo;
- Consolidate the sustainable tourism model and offer the best ecotourism experience to be profitable; and
- Reinforce the local management and participation of the destination.

✘ Relevant features

Main actions in place:

- Establishment of a monitoring model to track the evolution of the destination;
- Creation of a public-private management team of the Plan;
- Reorganization of tourist flows through a plan of rearrangement of accesses;
- Installation of information systems on car park occupancy, access restrictions complemented with shuttle systems;
- Restoration of cultural and ethnographic heritage for tourism;
- Improvement of infrastructures for nature tourism (cycling, hiking, climbing, etc.); and
- Marketing plan for the destination.

The Plan represents an opportunity to improve the sustainability of Somiedo as specialized tourism destination and to increase the profitability of tourist experiences in the destination.





✘ MSMEs

RAPID SUPPORT FOR MICRO AND SMALL ENTERPRISES PROJECT

✘ Description

MSMEs in Türkiye, as in other countries, faced the major brunt of COVID-19-related impacts. Taking into consideration the devastating effects of the pandemic, KOSGEB aims to help MSMEs in most affected sectors by means of a rapid and simple liquidity-based support programme under this 'Rapid Support for Micro and Small Enterprises Project'.

✘ Relevant features

The project addressed the enterprises that have been most affected by the COVID-19 crisis based on relevant

eligibility criteria for the use of funds to respond to the urgent liquidity needs of enterprises and the need to make World Bank (WB) and Japan International Cooperation Agency (JICA) financing available to these firms.

The budget of the project is USD 300 million from WB and USD 300 million from JICA where The Turkish Small and Medium Enterprises Development and Support Administration (KOSGEB) is the borrower under the Treasury Repayment Guarantee.

Weblink:

Japan International Cooperation Agency, press release: https://www.jica.go.jp/english/news/press/2021/20210421_41_en.html [19-08-2022].

The World Bank, 'Turkey Rapid Support for Micro and Small Enterprises during the COVID-19 crisis', online available at: <https://projects.worldbank.org/en/projects-operations/project-detail/P174144?lang=en> [19-08-2022].

KOSGEB – World Bank (n.d.), *Rapid Support for Micro and Small Enterprises Project*, online available at: https://www.kosgeb.gov.tr/Content/Upload/Dosya/Hizli%20Destek%20Projesi/Project_Summary.pdf [19-08-2022].



✘ COMMUNITY

THE FUTURE LIES IN TOURISM SUPPORT FUND

✘ Description

The Future Lies in Tourism Support Fund aims to strengthen capacity of local tourism actors and NGOs to contribute to the sustainable tourism development through partnerships with public and private institutions. The project conducts its activities through a grant scheme and training programmes, with a view to develop best practice examples and contribute to knowledge sharing in sustainable tourism implementation.

The United Nations Development Programme (UNDP) and the Ministry of Culture and Tourism have a longstanding partnership since 2007, focussing on various segments of tourism for local economic development, like rural tourism, cultural tourism and winter tourism in three different project partnerships. The Future Lies in Tourism Support Fund is established on the achievements and lessons learned in order to create mechanisms to support local tourism initiatives.

This fund is established to provide local tourism actors and NGOs with necessary guidance, tools and resources to strengthen their capacities in order to contribute to the sustainable tourism development through partnerships with public and private institutions in the following ways:

- Encouraging the development of awareness-raising, capacity development and research projects for sustainable tourism;
- Supporting innovative, creative, participatory, sustainable, society-sensitive and gender-balanced projects of local tourism actors and NGOs that provide best practices for sustainable tourism implemented in partnership with public and private institutions; and
- Strengthening the project development and implementation skills of local tourism actors and NGOs via implementation support, structured trainings, networking platforms (via regular meetings, conference and web portal).

✘ Relevant features

Some of the micro projects that were funded by the Future Lies in Tourism Support Fund:

- Kars Cheese Route;
- Journey of Linen in Ayancık; and
- Troy Culture Route.

Weblinks:

United Nations Development Programme (n.d.), Türkiye, Future is in Tourism: <https://www.tr.undp.org/content/turkey/en/home/projects/future-is-in-tourism.html> [19-08-2022].

UNITED ARAB EMIRATES



✂ MSMEs

THE ENTREPRENEURIAL NATION

✂ Description

The United Arab Emirates has taken long steps in advancing MSME and supporting them – in fact the United Arab Emirates ranks among the top nations in entrepreneurship and SMEs. In 2020, and in midst of the global pandemic and changing priorities, Leadership reshuffled the cabinet appointing the first Minister focussed on SMEs and entrepreneurship. Part of the ministry mandate was to develop programmes and initiatives to enhance the SME environment within the country such as the Entrepreneurial Nation. This initiative was launched in 2021 focussing on the following key pillars:

- SkillUp academy providing training and education to foster entrepreneurship, especially among the younger talent. Programmes are targeted to K12 all the way to university students, as well as unemployed and government employees;

- StartUp programme focussed on improving overall business environment in the country to ensure the attractiveness of the ecosystem;
- ScaleUp programme focussed on existing SMEs and looking into enabling their growth by connecting them to global leaders and enablers.

✂ Relevant features

- Increase number of home-grown unicorns;
- Increase funds and venture capital (VC) financing by enabling the systems and legislations;
- Increase local community interest in SMEs and entrepreneurship;
- Enhance United Arab Emirates position as a global entrepreneurship hub.

Weblink:

The Entrepreneurial Nation:

<https://theentrepreneurialnation.com/?lang=en>



✘ COMMUNITY

HATTA VILLAGE DEVELOPMENT PLAN

✘ Description

For years the village of Hatta has emerged as an adventure and mountainous getaway in the United Arab Emirates that attracts domestic tourists, as well as international tourists. The area hosts a wide array of activities such as hiking and kayaking. In 2021, the Dubai Government launched an ambitious plan to enhance Hatta as a sustainable tourism destination.

The new plan includes various initiatives to ensure development of a sustainable destination such as:

- Expansion of a hydroelectric dam to provide sustainable energy;
- Development of infrastructure such as hotels, and improvement of road infrastructure to maximize connectivity; and

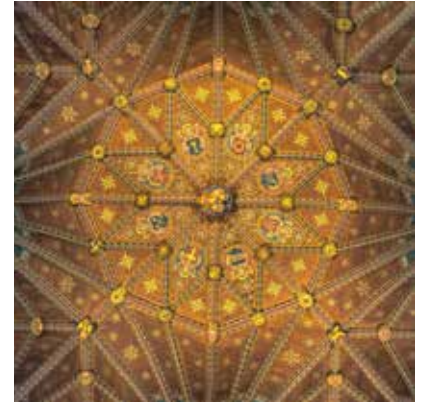
- Development of new attractions such as inland beach, cable rail and mountain terrains.

The plan targets to involve the local community of Hatta in the development by supporting them in taking part in the new activities and initiatives, as well as in promoting them to engage in economic activities, and establish SMEs catering for tourism.

✘ Relevant features

- Focussed on local community participation the plan includes incentives for local community to participate in such developments;
- The plan calls for the community to engage in advancing ideas that will lead to development of sustainable SME ecosystem in the village.

UNITED KINGDOM



✘ MSMEs

BUSINESS EVENTS GROWTH PROGRAMME – EUROANAESTHESIA 2023

✘ Description

Helping destinations successfully bid for international conferences, events and trade fairs Euroanaesthesia gives a platform for British businesses, products and destinations – showcasing Britain as a global knowledge hub, a world leader in innovation and academic excellence, and delivering the government’s vision for the United Kingdom to be a Science and Technology Superpower. Euroanaesthesia 2023, VisitBritain’s Business Events Growth Programme, supported Glasgow’s successful bid to host Euroanaesthesia 2023. This annual event brings together some 6,000+ international delegates who will spend an estimated GBP 6 million. Funding support enabled the Glasgow bidding team to attend the European Society of Anaesthesiology (ESA) Board Meeting, to present Glasgow’s bid to be host city for the annual congress in 2023. This included an oral presentation to the ESA Board and showcasing a bespoke video of Glasgow, followed by a detailed Q&A session. As a result, Glasgow received 9 out of the 10 ESA Board votes in favour of the congress being held in Glasgow in 2023.

✘ COMMUNITY

PETERBOROUGH TOWN FUNDS

✘ Description

Peterborough is receiving GBP 22.9 million from the Towns Fund which will be used to boost the city with a wealth of cultural, health and well-being and tourism improvements including:

- The Vine Culture Hub: a new library, culture and community hub;
- An extension to the Flag Fen and Whittlesey Heritage Centre new Bronze Age to house the globally significant Must Farm boats which were discovered at nearby Flag Fen. The long-term aim of this project will be to market the museum as a ‘must see’ United Kingdom and international tourist trail, boosting the local economy;
- Creating a welcoming entrance to Peterborough for visitors by developing the Station Quarter that leads people on foot easily towards the city centre; and
- Improvements to Peterborough’s river frontage onto the River Nene, making it an attractive place for residents, workers and visitors to spend time throughout the seasons. This will include lighting, seating and footpaths designed to maximize the view of the river.



UNITED STATES OF AMERICA



✘ MSMEs

SMALL BUSINESS ASSOCIATION (SBA) COMMUNITY NAVIGATOR PROGRAMME

✘ Description

The Biden-Harris Administration is committed to ensuring that the nation's small businesses receive the support they need to access federal relief programmes that can help them weather economic difficulties caused by the COVID-19 pandemic. This technical assistance is critical, as small businesses have been hit hard over the course of the pandemic, impacting at least 400,000 businesses. Previous rounds of economic relief helped millions of small businesses stay afloat and keep employees on the payroll, yet too many minority-owned businesses and MSMEs were unable to access these programmes. To better reach these small businesses, the Small Business Association (SBA) launched the Community Navigator Pilot Programme to strengthen outreach to underserved businesses by partnering with organizations with deep roots in their communities.

Through the Community Navigator Pilot Programme, SBA is engaging with states, local governments and other organizations to broaden and intensify outreach to every corner of the small business community, particularly to better reach small businesses in minority, rural and other under-engaged communities. The Community Navigator Pilot Programme uses a "hub and spoke" model to partner with specialized community organizations and chambers of commerce. These organizations enlist trusted, culturally knowledgeable partners to conduct targeted outreach to specific sectors of the entrepreneurial community, such as travel and tourism businesses,

to provide assistance during economic recovery. The programme that began on 1 December 2021 and will run through on 30 November 2023, may include:

- Financial assistance and access to capital;
- Contracting and procurement;
- Marketing, operations, business development and exporting; and
- Industry-specific training.

Weblink:

Community Navigator Pilot Programme:
<https://www.sba.gov/partners/counselors/community-navigator-pilot-program>





✘ COMMUNITY

AMERICAN RESCUE PLAN ACT

✘ Description

As part of the American Rescue Plan Act, USD 510 million was made available to states through the U.S. Department of Commerce's Economic Development Administration's Travel, Tourism & Outdoor Recreation programme, which is focussed on accelerating the recovery of communities that rely on the travel, tourism and outdoor recreation sectors. Pennsylvania, for example, was awarded USD 17 million to invest in marketing, infrastructure, workforce and other projects to rejuvenate safe leisure, business and international travel.

The Pennsylvania Tourism Office at the Department of Community and Economic Development will invest the USD 17 million in the following ways:

- USD 10 million to dramatically increase the Pennsylvania Tourism Cooperative Marketing Advertising Programme in 2022 and 2023 to create advertising opportunities for destination marketing organizations and industry associations by matching or possibly doubling their investment;
- To attract new visitors and residents to Pennsylvania, the office will invest USD 6.8 million in new initiatives to promote diversity, equity and inclusion (DEI) in marketing, messaging and product development to capture greater market share and, most importantly, in their approach to how they welcome travellers to the Commonwealth leaving a positive impact on the industry for decades to come; and

- To protect their outdoor recreation assets that have historically experienced overcrowding, USD 250,000 will support the Outdoor Recreation Concierge Programme via the Department of Conservation and Natural Resources to train front-line workers and volunteers aimed at promoting the outdoor experiences of a region, with an emphasis on underutilized, hidden natural gems.

The diversity, equity and inclusion (DEI) investment will include:

- USD 1 million to create a groundbreaking industry training programme for frontline workers and tourism industry leadership that ensures every traveller, regardless of race, gender, age, ability and background, feels welcome, respected and included when visiting Pennsylvania;
- USD 500,000 to develop a new statewide tourism product to provide more diverse and inclusive experiences to travellers;
- USD 1.5 million for tourism partner product development grants; and
- USD 3.8 million to develop new marketing campaigns to reach a more diverse and inclusive travel consumer. This would be done through contracting with agencies owned or led by those from various diverse communities.

Weblink:

Pennsylvania Government:

<https://www.governor.pa.gov/newsroom/governor-wolf-announces-unprecedented-investment-to-boost-the-tourism-industry/>

Photo credits:

- Cover photo** Gili Meno Island, Indonesia.
© Biletskiy | Dreamstime.com
- p. 2** Homestay close to Mount Kerinci, Indonesia
© Oscar Saputra | Dreamstime.com
- pp. 4 | 5** Panorama from a landscape, Bali, Indonesia.
© Devy | Dreamstime.com
- p. 6** Beach in Bali, Indonesia.
© Biletskiy | Dreamstime.com
- p. 7** Canoes on a jetty at Moraine Lake, Banff National Park in the Rocky Mountains, Alberta, Canada.
© Flynt | Dreamstime.com
- pp. 8 | 9** Landscape at the Li River near Yangshou, Province of Guangxi, China.
© Presse750 | Dreamstime.com
- p. 10** Beautiful old town of the Provence region, France.
© Konstantin | Dreamstime.com
- p. 11** Foggy landscape in Tuscany, Italy.
© Sborisov | Dreamstime.com
- p. 13** The Al Qarah Mountain in the Land of Civilization, Saudi Arabia.
© Savvas Stavrinou | Dreamstime.com
- p. 14** Alhambra Palace complex in Granada, Spain.
(c) Ppohudka | Dreamstime.com
- p. 15** Colourful rock formations in Cappadocia, Türkiye.
© Martyn Unsworth | Dreamstime.com
- p. 16** Milford on Sea, United Kingdom.
© AlenaKravchenko | Dreamstime.com
- p. 17** Bixby Bridge near Big Sur in California, United States of América.
© Miroslav Liska | Dreamstime.com
- p. 19** School of vogue on the big canal for young rowers, Venice, Italy.
© Pierluigi Palazzi | Dreamstime.com
- pp. 20 | 21** Young woman in historical old village, Saudi Arabia.
© Ignacio Alvarez Ortiz Repiso | Dreamstime.com
- p. 21** Central market, Valencia, Spain.
© Madrugadaverde | Dreamstime.com
- p. 21** A relief on the wall of the Renaissance palace of the Alhambra, Granada, Spain.
© Gepapix | Dreamstime.com
- p. 22** Students at cooking lesson, Istanbul, Türkiye.
© Cenkertekin | Dreamstime.com
- p. 23** Ancient sign for a typical English inn, pub and bed and breakfast, United Kingdom.
© Mrdoomits | Dreamstime.com
- p. 25** Solo International Ethnic Music festival at Solo, Java, Indonesia.
© Garudeya | Dreamstime.com
- p. 26** Drone perspective of Matsushiro Castle Ruins, Nagano Prefecture, Japan.
(c) Koichi555 | Dreamstime.com
- p. 27** Interior of the library Forum building in the center of Groningen in the Netherlands
© Hilda Weges | Dreamstime.com
- p. 29** A woman playing the angklung at Saung Angklung Udjo, Bandung, Indonesia.
© Birul Sinari Adi | Dreamstime.com
- p. 30** Young people walking in Bergamo Citta Alta, Lombardy region, Italy.
© Alexey Pevnev | Dreamstime.com
- p. 31** Fruit market in the traditional Mayan town of Oxcutzcab, Yucatan, Mexico.
© Ulita | Dreamstime.com
- p. 33** Locally grown sign.
© Valmedia Creatives | Dreamstime.com
- pp. 34 | 35** Phinisi boat, Labuan Bajo, East Nusa Tenggara, Indonesia.
© Ilham Saputra | Dreamstime.com
- pp. 36 | 37** Aharen beach on the island of Tokashiki, Okinawa, Japan.
© Sean Pavone | Dreamstime.com
- p. 38** Hot air balloon flying over rock landscape at Cappadocia, Türkiye.
© Nikolai Sorokin | Dreamstime.com
- p. 39** W Hotel, Abu Dhabi, United Arab Emirates.
© Ministry of Economy, United Arab Emirates
- p. 41** Modern tramway, Nice, France.
© Kyolshin | Dreamstime.com
- pp. 42 | 43** Green School Bamboo village, traditional houses constructed with Bamboo with Thatch roof in the heart of Bali, Indonesia.
© Elizaveta Galitskaya | Dreamstime.com
- p. 44** National Cycle Network sign at Folkestone, Kent, United Kingdom.
© Anna Yordanova | Dreamstime.com
- p. 46** Dance Fashion performance in Solo, Java, Indonesia.
© Garudeya | Dreamstime.com
- p. 47** Traditional *empanadas* with chicken or vegetable meat, Argentina.
© Lou Pao | Dreamstime.com
- p. 48** Ancient cave paintings in Patagonia, Argentina.
© Pablo Caridad | Dreamstime.com
- p. 49** The spectacular Perito Moreno Glacier, Patagonia, Argentina.
© Ajman33 | Dreamstime.com
- pp. 50** Panoramic view of magical colourful forest at Tierra del Fuego National Park, Patagonia, Argentina.
© Neurobite | Dreamstime.com
- p. 51** Calamuchita Valley, twilight view of La Cumbrecita, Cordoba Province, Argentina.
© Karol Kozłowski | Dreamstime.com
- p. 52** Mount Fitz Roy and Laguna Torre, Los Glaciares National Park, Patagonia, Argentina.
© Dmitrii Pichugin | Dreamstime.com
- p. 53** Paragliders in Chapadmalal coast, Argentina
© Tomás Zarraga Camiruaga | Dreamstime.com
- p. 54** Pelicans and sailboats on the shoreline, Kangaroo Island, Australia.
© David Ziegler | Dreamstime.com
- p. 55** Mount Augustus, Western Australia.
© Marc Witte | Dreamstime.com

- p. 56 Orange, red and white pumpkins, Quebec, Canada.
© Alainjuteau | Dreamstime.com
- pp. 56 | 57 Indigenous Totem poles representing art and religious symbols of West Coast Indigenous peoples, Stanley Park, Vancouver, Canada.
© Hpbfotos | Dreamstime.com
- p. 59 Annual dragon boat race, Longquan, China.
© Andrewusns | Dreamstime.com
- p. 60 Tulou in Yongding, Fujian, China.
© Wingkit | Dreamstime.com
- p. 61 Ancient Baochu Pagoda, West Lake of Hangzhou, Zhejiang, China.
© William Perry | Dreamstime.com
- p. 62 Historic town in the Bretagne region, France.
© Minnystock | Dreamstime.com
- p. 63 Fields of lavender and sunflowers with beehives, Provence region, France.
© Freesurf69 | Dreamstime.com
- p. 64 Mediterranean village in the mountains of Corsica, France.
© Lecock Freddy | Dreamstime.com
- p. 65 Royal castle of Neuschwanstein, Bavaria, Germany.
© Marysmn | Dreamstime.com
- p. 66 Museum Island in Berlin, Germany.
© Tomas1111 | Dreamstime.com
- p. 67 Domestic plums, Hamburg, Germany
© Andreas Steidlinger | Dreamstime.com
- p. 68 Panorama of houseboat on Kerala backwaters, Kerala, India.
© Dmitry Rukhlenko | Dreamstime.com
- p. 69 Khadi (hand spun cloth) at Uttarayan Festival of Gujarat, India.
© Jay T | Dreamstime.com
- p. 69 Antique wooden charka for making cotton khadhi, Gujarat, India.
© Amlan Mathur | Dreamstime.com
- p. 70 Herbal plants hanging from the ceiling at the Rumah Atsiri, located in Tawang Mangu, Central Java, Indonesia.
© Saelanlerez | Dreamstime.com
- p. 71 Thatch roof bungalow on the north-east coast of Bali, Indonesia.
© Project1photography | Dreamstime.com
- p. 72 Architectural structure in the Roman Forum ruins, Rome, Italy.
© lofoto | Dreamstime.com
- p. 73 View of Rome from Castel Sant Angelo, Italy.
© Luciano Mortula | Dreamstime.com
- p. 74 Bamboo forest in Kyoto, Japan.
© Tawatchai Prakobkit | Dreamstime.com
- p. 75 The source of a hot spring in Kusatsu, Japan.
© Norikazu | Dreamstime.com
- p. 75 Hot bath in and Onsen in a traditional Ryokan resort at Kawaguchiko lake, Yamanashi, Japan.
© Panuwat Dangsungnoen | Dreamstime.com
- p. 76 Umi Jigoku or Sea Hell attraction park in Beppu, Japan.
© Haotian | Dreamstime.com
- p. 77 Mural painting, urban art in Puerto Vallarta, Mexico.
© Mickem | Dreamstime.com
- p. 78 Performance of traditional dances at the Guelagueta Festival, Oaxaca, Mexico.
© Martyn Unsworth | Dreamstime.com
- p. 79 Traditional Dutch windmill near the canal, Netherlands.
© Tomas1111 | Dreamstime.com
- p. 80 The Mauritshuis on the shore of Hofvijver Pond (Court Pond), The Hague, Netherlands.
© Markovskiy | Dreamstime.com
- p. 81 Typical Dutch landscape with canal along green meadows and buildings in Groene Hart, Netherlands.
© Henk Van Den Brink | Dreamstime.com
- p. 82 | 83 Young woman looking throughout a window, Saudi Arabia.
© Ignacio Alvarez Ortiz Repiso | Dreamstime.com
- p. 84 Rijal village located in the Assir Region, Saudi Arabia.
© Ahmed23reda | Dreamstime.com
- p. 85 Inside the Nabawi Mosque, Medina, Saudi Arabia.
© Ahmad Marzuky | Dreamstime.com
- p. 86 | 87 Tourists at the entrance of the Siq Jabal Ithlib in AlUla, Saudi Arabia.
© Manfred Thuerig | Dreamstime.com
- p. 88 | 89 Gardens by the Bay shorter, Singapore.
© Gardens by the Bay
- p. 90 Calabazosa Lake in Somiedo Natural Park, Asturias, Spain.
© Duranphotography | Dreamstime.com
- p. 91 Hiking trail in the Somiedo National Park, Spain.
© Svetlana Zhukova | Dreamstime.com
- p. 92 Cooking lessons, Istanbul, Türkiye.
© Cenkertekin | Dreamstime.com
- p. 93 Cove and mountains near Alanya, Türkiye.
© Mike_kiev | Dreamstime.com
- p. 94 Horserider in the desert.
@ Ministry of Economy, United Arab Emirates
- p. 95 Hatta Heritage Village in Dubai, United Arab Emirates.
© Saletomic | Dreamstime.com
- p. 96 Fragment of the vaulting above the high altar, Cathedral of St Peter, St Paul and St Andrew, Peterborough, England, United Kingdom.
© Rad100 | Dreamstime.com
- p. 97 Deer at Burghley House, near Stamford, Peterborough, England, United Kingdom.
© Luis Ricardo Silva | Dreamstime.com
- p. 98 Native American dancers at a Powwow in Arizona, United States of America.
© Jim Parkin | Dreamstime.com
- p. 99 Historic buildings line the main street of Breckenridge, Colorado, United States of America.
© Bdingman | Dreamstime.com



Copyright © 2022, World Tourism Organization (UNWTO)

**G20 Bali Guidelines for Strengthening Communities and MSMEs as Tourism Transformation Agents:
A People-centred Recovery – Case Studies**

ISBN (printed version): 978-92-844-2379-8

ISBN (electronic version): 978-92-844-2380-4

DOI: 10.18111/9789284423804

Published by the World Tourism Organization (UNWTO), Madrid, Spain.

First published: 2022

All rights reserved.

World Tourism Organization (UNWTO)
Calle del Poeta Joan Maragall, 42
28020 Madrid
Spain

Tel.: (+34) 915 67 81 00
Fax: (+34) 915 71 37 33
Website: www.unwto.org
E-mail: info@unwto.org

The designations employed and the presentation of material in this publication do not imply the expression of any opinions whatsoever on the part of the Secretariat of the World Tourism Organization concerning the legal status of any country, territory, city or area, or of its authorities or concerning the delimitation of its frontiers or boundaries.

UNWTO does not guarantee the accuracy of the data included in this publication and accept no responsibility for any consequence of their use.

The mention of specific companies or products of manufacturers does not imply that they are endorsed or recommended by UNWTO in preference to others of a similar nature that are not mentioned.

Citation:

World Tourism Organization (2022), *G20 Bali Guidelines for Strengthening Communities and MSMEs as Tourism Transformation Agents: A People-centred Recovery – Case Studies*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284423804>.

All UNWTO publications are protected by copyright. Therefore, and unless otherwise specified, no part of a UNWTO publication may be reproduced, stored in a retrieval system or utilized in any form or by any means, electronic or mechanical, including photocopying, microfilm, scanning, without prior permission in writing. UNWTO encourages dissemination of its work and is pleased to consider permissions, licensing, and translation requests related to UNWTO publications.

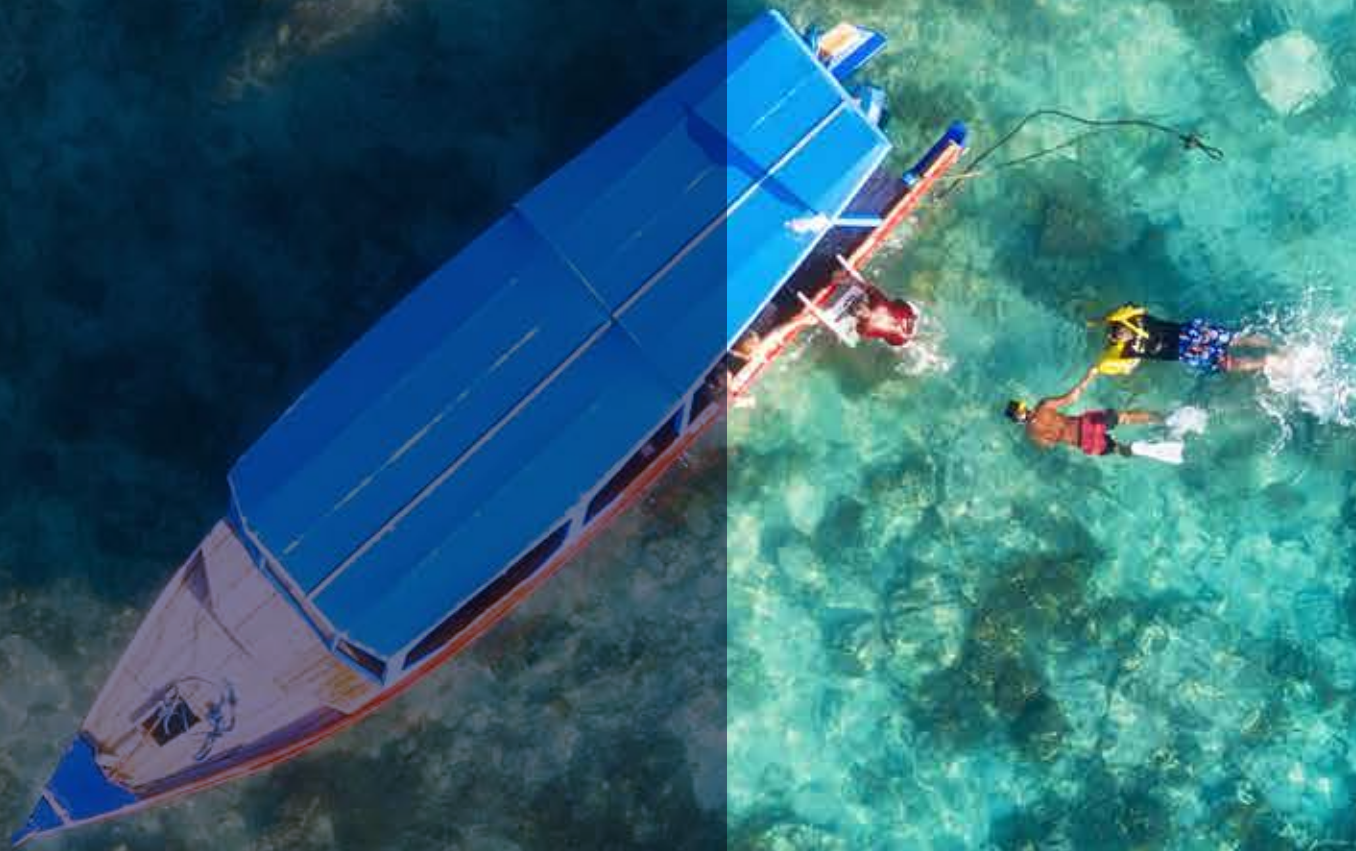
Permission to photocopy UNWTO material in Spain must be obtained through:

Centro Español de Derechos Reprográficos (CEDRO)
Calle Alcalá, 26, 3º
28014 Madrid
Spain

Tel.: (+34) 913 08 63 30
Fax: (+34) 913 08 63 27
Website: www.cedro.org
E-mail: cedro@cedro.org

For authorization of the reproduction of UNWTO works outside of Spain, please contact one of CEDRO's partner organizations, with which bilateral agreements are in place (see: www.cedro.org/english?lng=en).

For all remaining countries as well as for other permissions, requests should be addressed directly to the World Tourism Organization. For applications see: www.unwto.org/unwto-publications.



The **World Tourism Organization (UNWTO)**, a United Nations specialized agency, is the leading international organization with the decisive and central role in promoting the development of responsible, sustainable and universally accessible tourism. It serves as a global forum for tourism policy issues and a practical source of tourism know-how. Its membership includes 160 countries, 6 territories, 2 permanent observers and over 500 Affiliate Members.



UNWTO

World Tourism Organization (UNWTO)

www.unwto.org



9 789284 423798