



Single Market Programme (SMP SME)

MONITORING REPORT

Crisis Management and Governance in Tourism
(GRO/SME/21/12737)

Version 1.0
30 January 2022



HISTORY OF CHANGES

Version	Publication Date	Change	Page
1.0	dd.mm.2021	▪ Initial version (new MFF).	
		▪	
		▪	
		▪	

1. TITLE OF THE ACTION

Crisis Management and Governance in Tourism

2. DESCRIPTION OF IMPLEMENTED MEASURE

With over 20 million people employed and 3.2 million of firms, the tourism ecosystem accounts for 7% of the value added of the EU. It has been severely hit by the crisis and lags behind all the other ecosystems on the recovery path. The Southern European Member States are highly dependent on foreign (EU and non-EU) tourism flows and have suffered dramatic drops in the number of visitors. However, Northern Member States have also seen very important disruptions of touristic activities. In some Member States (MS), internal tourism has helped to assuage the impact of the crisis, but all Member States have been seriously affected by the pandemic. The actual dimension of the impact of the crisis is still uncertain but it is likely to be long-lasting with some permanent damage and restructurings still looming in the horizon. Furthermore, the Russia's invasion of Ukraine is expected to have important negative impacts on the intra and extra EU tourism.

In particular, the COVID-19 pandemic revealed weaknesses in the ecosystem's crisis management capacity. Other smaller, shorter or more localised problems like for example the 2010 eruptions of the Eyjafjallajökull (EYA-FIATLA-YOKUTL) volcano in Iceland or the 2015-16 terrorist attacks, already showed how disruptive international crises may be for this ecosystem and some of the shortcomings of its governance system. The COVID-19 crisis goes much deeper, longer and wider, reaching global dimensions and spanning all segments of the tourism ecosystem.

The specific objectives of this action are the following:

1. The mapping of governance structures and processes managing tourism during the COVID-19 pandemic, followed by recommendations for improvement;
2. Establishing advisory and assistance services with the help of a pool of experts to support tourism governance and resilience development at various levels;
3. Summarising guidance and best practices into learning and information materials on developing tourism governance and resilience.

The ultimate objective of this action is the improvement of the governance of European tourism ecosystem, including making it more resilient and better prepared for resisting, managing and mitigating crises.

Furthermore, this action will help understanding different governance structures of tourism in the EU, and how they can be complemented with better crisis preparedness and crisis management mechanisms. In this way, it will respond to the objectives defined in Annex 2 to the Implementation Decision for the financing of the Single Market Programme.

3. INFORMATION ABOUT THE FUNDED PROJECTS

A service contract with duration of 18 months (20 december 2022 to 19 June 2024) implemented by Deloitte Technology, S.A. (PT).

4. CURRENT IMPLEMENTATION STAGE OF EACH FUNDED PROJECT

Inception Stage

5. MAIN RESULTS AND IMPACT ACHIEVED TO DATE

N.a.

6. INDICATORS

WP1

Task 1 | Mapping of disruptions caused by crisis events and their impacts on tourism stakeholders at different levels and on key sectors: relevance, appropriate design, reliable data, sound analysis and valid conclusions, clear and concise presentation. Coverage of crisis impacts on different types of tourism elements and geographical varieties.

Task 2 | Mapping relevant aspects of governance structures and processes for tourism destinations in the EU and other participating SMP countries: relevance, appropriate design, reliable data, sound analysis and valid conclusions, clear and concise presentation. Coverage of crisis impacts on different types of tourism elements and geographical varieties.

Task 3 | Analysis on key data elements and sources for tourism authorities and stakeholders: relevance, appropriate design, reliable data, sound analysis, valid conclusions, clear and concise presentation. Coverage of different types and levels of data sources.

Task 4 | Analysis of practices and measures taken on different governance levels: Relevance, sound analysis and valid conclusions, clear and concise presentation. Coverage of practices on different levels and forms of tourism governance.

Task 5 | Making recommendations based on the analysis' results of previous tasks: Relevance, Concrete and useful recommendations, clear and concise presentation.

WP2

Task 1 | Setting up a pool of experts for providing advisory services (at least 10 and with good gender and nationality balance): relevance, appropriate design.

Task 2 | Developing advisory and assistance framework approach (at least 1 collaborative workshop with selected stakeholders): relevance, appropriate design, clear and concise presentation.

Task 3 | Outreach to stakeholders to select and agree set number of advisory and assistance services to be provided: relevance, appropriate design, sound analysis.

Task 4 | Development of guidance and collaboration materials for the assistance service packages: relevance, appropriate design, sound analysis, clear and concise presentation.

Task 5 | Implementation of advisory services to at least 50 destinations well distributed on different levels and countries, and at least 5 cross-country professional associations. At least 80% of the services for EU countries: relevance, appropriate design, reliable data, sound analysis, valid conclusions, clear and concise presentation. Quality of provided services evaluated based on user feedback.

Task 6 | Summary of key lessons learnt from the advisory and assistance service provided: Relevance, appropriate design, sound analysis, valid conclusions, concrete and useful recommendations, clear and concise presentation. Effective summary of all key results of the study in one max. 100 pages report.

WP3

Task 1 | Learning material for crisis resilience assessment in tourism destinations and sectors: relevance, appropriate design, sound analysis, valid conclusions, concrete and useful recommendations, clear and concise presentation. Evidence of positive user feedback across SMP participating countries and tourism management actors.

Task 2 | Best practices collection on concrete measures to address common vulnerabilities in tourism governance and crisis management capabilities: Relevance, appropriate design, reliable data, valid conclusions, clear and concise presentation. Coverage of best practices on different types of vulnerabilities, crisis impacts and tourism management and governance modalities; concreteness of information provided for replicating the practices.

Task 3 | Communication campaign and materials: relevance, appropriate design, clear and concise presentation. Evidence on successful outreach to different levels and types of tourism governance actors across SMP participating countries.

7. HIGHLIGHTS OF THE PROJECT/MEASURE

N.a.

8. NEXT STEPS AND FOLLOW-UP

N.a.

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