



# ALULA FRAMEWORK FOR INCLUSIVE COMMUNITY DEVELOPMENT THROUGH TOURISM

## EXECUTIVE SUMMARY

*Developed by UNWTO in support of the G20 Tourism Working Group  
on the occasion of the 2020 G20 Presidency*





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# ACKNOWLEDGEMENTS

The full *AIUla 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 coordination, revision and editing of the Report was done at UNWTO by Sandra Carvão under the supervision of Manuel Butler, with the contribution of Suman Billa, Marina Diotallevi, Hernán Epstein, Virginia Fernandez-Trapa, Maria Soledad Gaido, Dirk Glaesser, Marcel Leijzer, Leandry Moreno, Benjamin Owen, Zoritsa Urosevic and Clara van der Pol. Additional research assistance was provided by Dr. Daniela Moreno Alarcón.

The Report was developed upon commission of UNWTO by the IE Center for the Governance of Change of the IE University, Spain, under the coordination of Carlos Luca de Tena and Dr. Oscar Jonsson.

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An advisory panel of six eminent personalities with proven track records in their respective fields provided advice and feedback on the different

parts of the Report: Professor Allan Williams, Professor Iis Tussyadiah, Professor Susanne Becken and Professor Xavier Font from the University of Surrey as well as Professor Borja Santos and Professor Susana Malcorra from IE University.

The Report was peer reviewed by Lucie Servoz on behalf of the International Labour Organization (ILO), Alain Dupeyras and Peter Haxton for the Organisation of Economic Co-operation and Development (OECD), Christopher T. Pablo and Hannah Messerli for the World Bank Group and Jeff Poole and Tiffany Misrahi for the World Travel & Tourism Council (WTTC).

The editing and revision were carried out at UNWTO by Juliana Contreras. The design of the Report was done by Marijke Küsters and Juliana Contreras.

UNWTO wishes to express its appreciation to all G20 members and 2020 invited countries who have contributed to this Report through the completion of the survey on 'Inclusive Community Development through Tourism' and comprehensive revision of the different drafts of the document as well as shared their experiences through the case studies. A special note of appreciation is due to the G20 Saudi



# FOREWORD





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

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

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

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

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

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



# EXECUTIVE SUMMARY



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

- **Empowering People:** creating conditions in which all people, especially women and youth, can live, work and thrive
- **Protecting the Planet:** fostering collective efforts to protect our commons
- **Shaping New Frontiers:** adopt long-term and bold strategies to utilize and share the benefits of innovation.

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

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

# INTRODUCTION

## TOURISM AT A CROSSROAD

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

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

Further, new technologies linked to automation, artificial intelligence-powered service robots, and the use of big data are a major source

of innovation and efficiency, bringing radical changes in how tourism services are delivered and consumed generating significant social transformations. These technologies, if well-developed and utilized, can enable social and economic inclusion and empowerment, providing access to entrepreneurial opportunities and services for disadvantaged communities and groups previously excluded from the tourism economy.

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



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

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

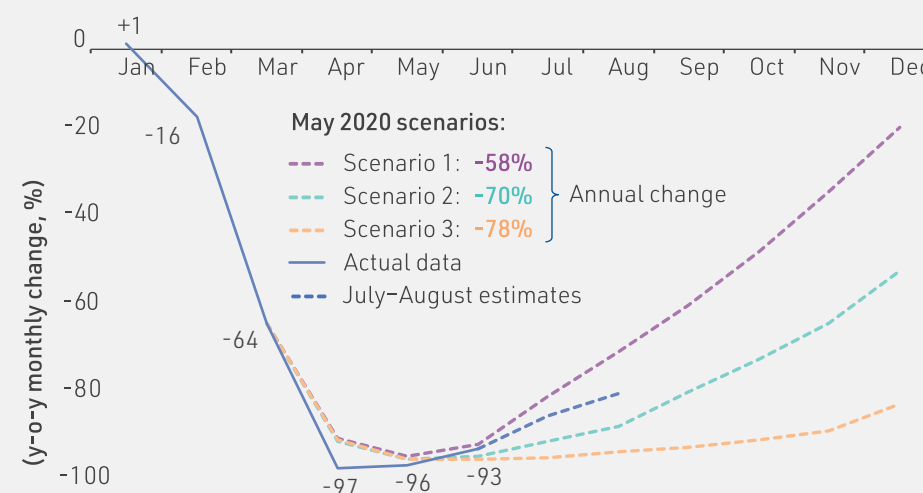
1. The pandemic has re-emphasized the importance of, and the need to develop and promote domestic, regional and local tourism that is inclusive and takes the wellbeing of the communities to heart ensuring smooth cooperation and rewarding experiences for all stakeholders involved. COVID-19 serves as a timely reminder to consider the role of tourism in building a fairer, equitable, more inclusive, resilient and sustainable society.
2. The COVID-19 pandemic has highlighted the need for greater cross-national solidarity and cooperation for crisis management especially in relation to international travel. Whilst recognizing the current global socioeconomic crisis caused by the pandemic and the emerging tensions between countries as a result of measures implemented to stem the pandemic (for example by limiting travel to and from certain countries), G20 member states should reflect and work in concert to introduce measures and mechanisms which will reduce these tensions and so encouraging safe travel

(i.e., domestic and regional travel) for their citizens. These measures have ripple effects that go beyond tourism.

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

**Figure ES.1:**

International tourist arrivals in 2020: YTD results and scenarios (y-o-y monthly change, %)

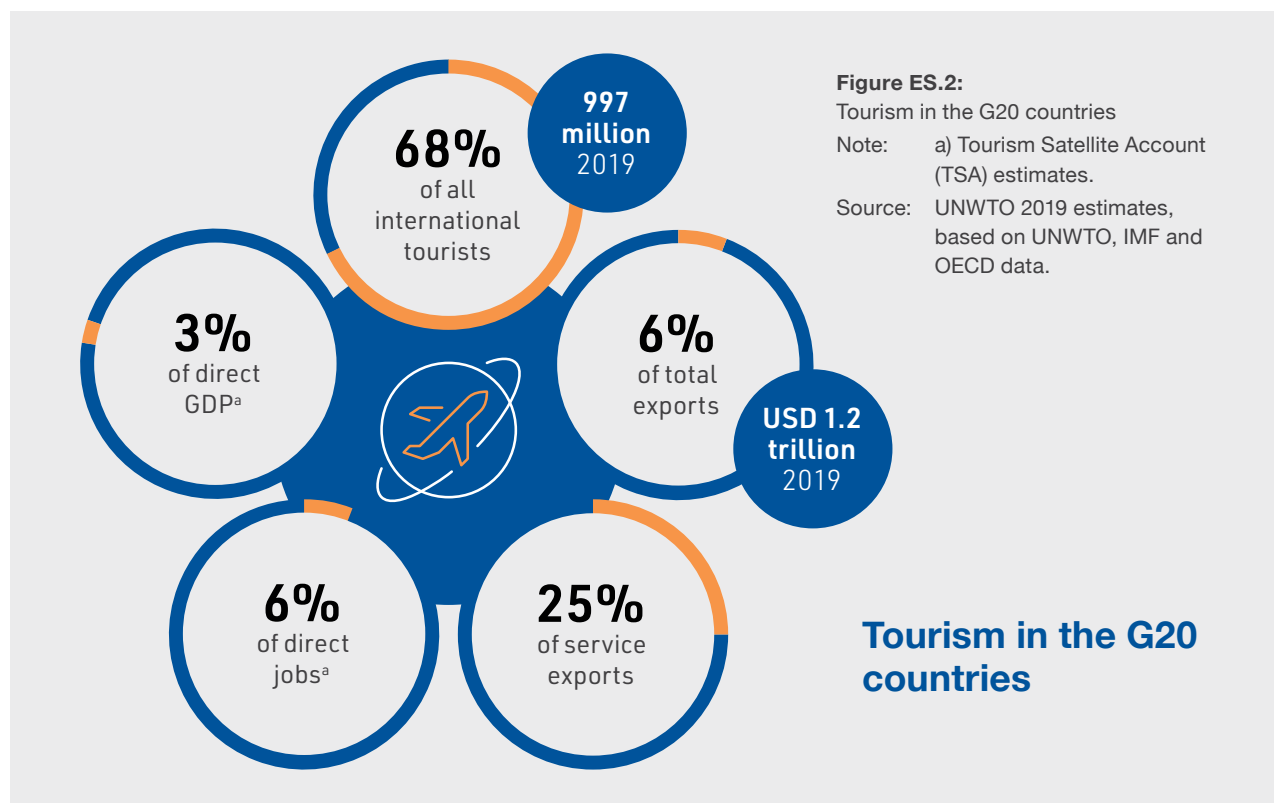


Note: Actual data through June includes estimates for countries which have not yet reported monthly results

Source: World Tourism Organization, September 2020.

## TOURISM IN THE G20 COUNTRIES

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



<sup>1</sup> World Tourism Organization (2020), estimates for 2019, based on UNWTO, IMF and OECD data.

<sup>2</sup> Organisation for Economic Co-operation and Development (2020a), *OECD Tourism Trends and Policies 2020*, OECD Publishing, Paris, DOI: <https://doi.org/10.1787/6b47b985-en>.

## WHY TOURISM FOR INCLUSIVE COMMUNITY DEVELOPMENT?

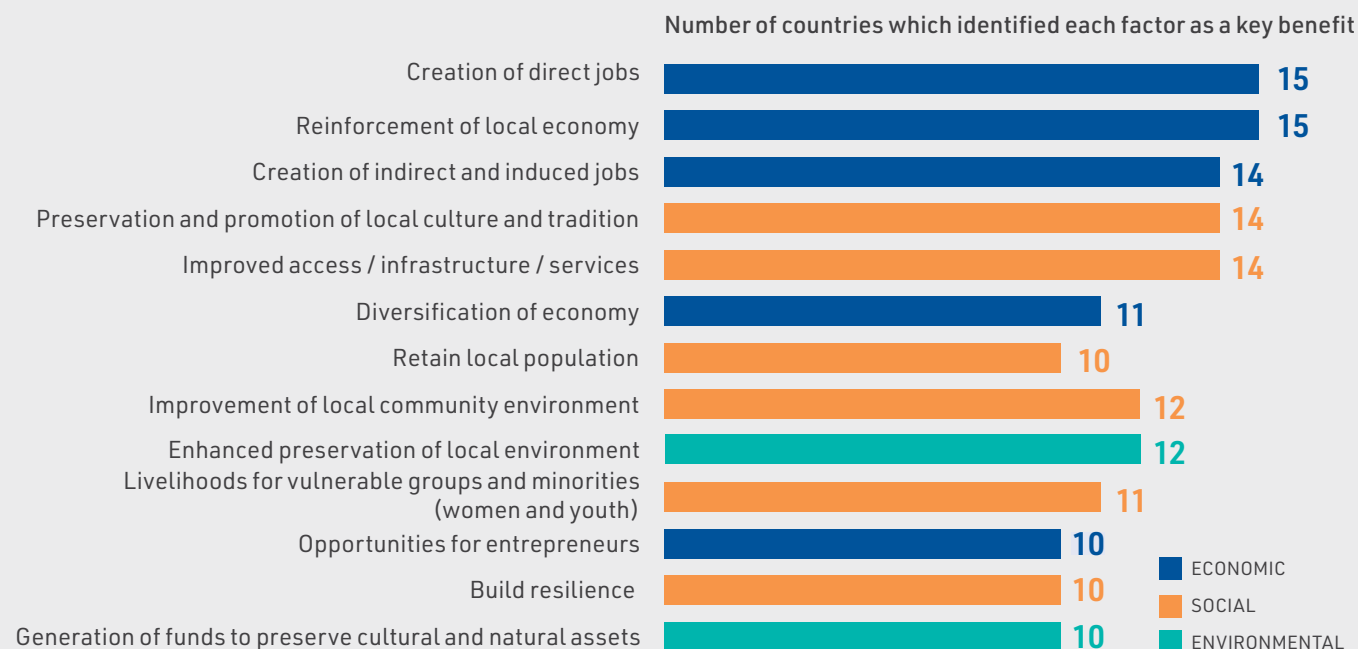
Tourism has become one of the most dynamic, resilient and fastest growing economic sectors, contributing to GDP, job creation and social and economic development along its value chain, and outpacing the world economy every year over the last decade.

Tourism's current value and growth potential positions the sector as a key driver of inclusion,

local economic growth and recovery post COVID-19 through entrepreneurship and employment creation in urban and rural communities in G20 countries and beyond. Nonetheless, the benefits from tourism oftentimes do not often trickle down to the community level or are not fully maximized to promote inclusion, combat depopulation and enhance regional cohesion.

**Figure ES.3:** G20 and Guest countries Survey

What are the main benefits of employing tourism as a means to achieve inclusive community development?





Further, tourism's role as a catalyst for inclusive community development is often undervalued in policy formulation and implementation.

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

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

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

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

**2. Promoting the role of women in communities:** Women make up 54% of the tourism workforce, compared to 39% in the broader economy. It is therefore particularly important to unpack gender dimensions at the community level in rural and urban areas in terms of education, employment, leadership, the provision of health care, social norms, legal frameworks and access to financial resources. A gender-responsive, sustainable approach to tourism planning and management should consider women's needs at a community level, generate opportunities for women to be entrepreneurial through diversified income generating activities and help to integrate gender equality at all levels of the sector. Most importantly, it will shine a light on what women want to achieve and how to achieve it.<sup>3</sup>

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

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

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

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

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

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

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

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

# FRAMEWORK FOR INCLUSIVE COMMUNITY DEVELOPMENT THROUGH TOURISM

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

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

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



## For whom?

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

## By whom?

Who are the most appropriate stakeholders to implement these programmes?  
Measuring

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

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

## FOR WHOM? – CRITERIA FOR IDENTIFYING COMMUNITIES

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

1. The **community characteristics**;
2. The existence of enabling factors that define its **tourism potential**; and
3. The commitment and **interest from communities themselves**.

A community is defined as a group of individuals that share some common characteristics.<sup>4</sup>

Often, we assume that a group of residents are a community if they share physical proximity or geography with delineated boundaries. Within the current global discourse on community development, communities are mainly defined by **geography** and **level of economic development**, providing there is a **sense of belonging and identity** with shared ties, values and beliefs, and **face similar/related issues**.<sup>5</sup> This vision coincides with the assessment of the G20 and 2020 invited countries surveyed for the development of the Framework.

Alongside the characteristics of the community the selection process should also include enablers for tourism development which are both demand-driven (current tourism development, i.e., market viability, proximity to source

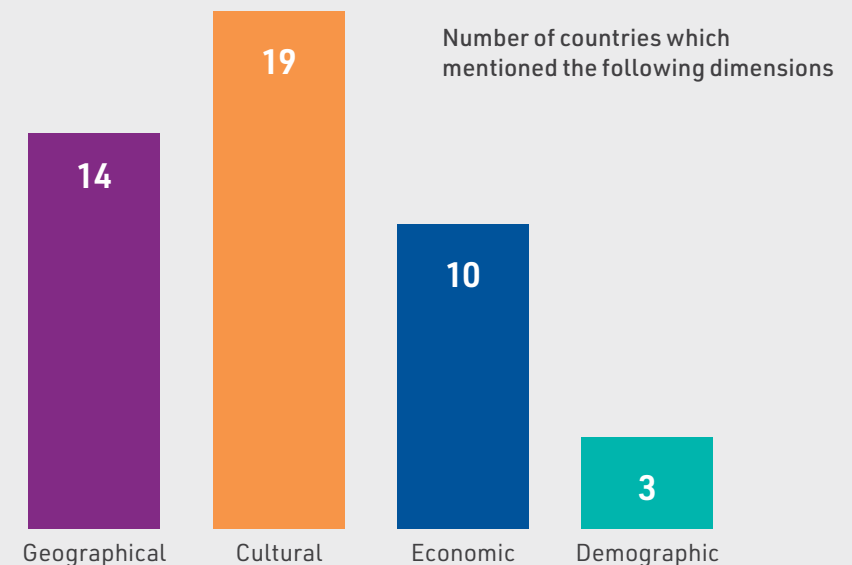
markets, investment and support mechanisms, tourism governance and policy mechanisms, etc.) and supply-based (natural attractions, cultural heritage, existing infrastructure in relation to transport, health, safety and security, etc).

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

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

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

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



Source: G20 and 2020 invited countries survey

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

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

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

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



## PILLARS OF ACTION

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

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

## MEASURING OUTCOMES AND MONITORING IMPACT

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

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



# Monitoring impacts



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

## EMPOWER

Focus on the economic and social dimensions of MST including:

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

Special attention should be paid to gender indicators.

## SAFEGUARD

The measurement fields in MST include:

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

## PROSPER

Fields to be considered in line with MST include:

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

## COLLABORATE

Relevant measurement areas in MST include:

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

# PILLARS OF ACTION, PROGRAMMES AND INTERVENTIONS

## PILLAR 1: EMPOWER

Interventions	Stakeholders	Outcomes
<b>Empower programme 1: Community participation in planning, policy and management</b>		
Effective involvement of key stakeholders in strategy planning, policy and management design with special emphasis on: cross-sector value chain representatives, residents and community groups owners of tourism initiatives.	<ul style="list-style-type: none"> <li>DMOs</li> <li>Private sector associations</li> <li>Tourism private sector and other private sectors</li> <li>NGOs/donors</li> <li>Community associations and representatives</li> </ul>	<ul style="list-style-type: none"> <li>Number of workshops and community engagement activities</li> <li>Effectiveness of the workshops and activities (translation into effective co-design of measures, innovations, etc.)</li> </ul>
Identification of local champions/leaders of projects to guarantee the implementation and long-term sustainability of tourism projects.	<ul style="list-style-type: none"> <li>DMOs</li> <li>Community representatives (public/private)</li> <li>Private sector associations</li> </ul>	<ul style="list-style-type: none"> <li>Number of champions identified and associated to specific programmes of actions</li> </ul>

## PILLAR 1: EMPOWER



Interventions	Stakeholders	Outcomes
<b>Empower programme 2: Capacity and capability building through human capital and skills development</b>		
Undertake a needs assessment for efficient destination management at the community level	<ul style="list-style-type: none"> <li>DMOs</li> <li>Private sector tourism (MSME business owners and entrepreneurs, tourism workforce)</li> <li>Private sector other associations (e.g., tourism education institutions)</li> <li>Tourism private sector associations</li> <li>Residents</li> </ul>	<ul style="list-style-type: none"> <li>Number of vocational schools available to develop capacity for tourism</li> <li>Number of available tourism educational and skills development programmes</li> <li>Number of residents that have completed tourism training programmes, as well as those undergoing training with a focus on gender ratio and the involvement of the most vulnerable groups.</li> <li>Number of human resource mapping and planning exercises carried out among stakeholders</li> </ul>
Understanding capacity for development	<ul style="list-style-type: none"> <li>DMOs</li> <li>National and local governments</li> <li>Communities</li> <li>All other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Capacity estimation of the destination</li> <li>External consultants participating in the tourism planning</li> </ul>
Building collaborative learning networks and learning hives	<ul style="list-style-type: none"> <li>Private sector tourism and other sectors (tourism businesses, entrepreneurs)</li> <li>Private sector associations (e.g., mentoring and coaching, entrepreneurship acceleration organizations)</li> <li>NGOs</li> <li>DMOs</li> </ul>	<ul style="list-style-type: none"> <li>Number of mentoring networks created</li> <li>Number of tourism projects mentored</li> </ul>

## PILLAR 1: EMPOWER

Interventions	Stakeholders	Outcomes
Develop capacity of community leaders and champions	<ul style="list-style-type: none"> <li>Private sector tourism and other sectors</li> <li>Private sector associations (e.g., mentoring and coaching, entrepreneurship acceleration organizations)</li> <li>Communities</li> <li>Local governments</li> </ul>	<ul style="list-style-type: none"> <li>Number of community leader and champion competition activities</li> </ul>
<b>Empower programme 3: Gender-responsive legal framework and women's leadership</b>		
<ul style="list-style-type: none"> <li>Implement gender mainstreaming across tourism policy, planning and management at the national, regional and local levels</li> <li>Reduce legal and policy barriers for women</li> <li>Incentivize female leadership by addressing the lack of high-level women's representation in decision-making spaces and through targeted fiscal policies (incentives for investment and operations)</li> </ul>	<ul style="list-style-type: none"> <li>National and local governments</li> <li>DMOs</li> <li>NGOs</li> <li>Private sector associations</li> <li>Educational institutions/organizations</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of women in management positions in public tourism administrations/employed in the tourism industries</li> <li>Percentage of female owned tourism businesses and women in CEOs in tourism businesses</li> </ul>



## PILLAR 2: SAFEGUARD

Interventions	Stakeholders	Outcomes
<b>Safeguard programme 1: Responding to climate change</b>		
<ul style="list-style-type: none"> <li>▪ Mainstreaming climate change measures into tourism policies, strategies and planning</li> <li>▪ Adoption of an integrated approach between climate change adaptation and disaster risk reduction</li> <li>▪ Continue supporting the use of clean energy through fiscal policy incentives</li> <li>▪ Foster entrepreneurial initiatives encouraging behavioural changes</li> <li>▪ Accurately measure and monitor tourism's emissions</li> <li>▪ Continue raising awareness of best practices on climate change</li> <li>▪ Communities should define their own approach to growth, adopting maximization strategies</li> </ul>	<ul style="list-style-type: none"> <li>▪ National and local governments</li> <li>▪ DMOs</li> <li>▪ Private sector tourism</li> <li>▪ Communities (residents)</li> <li>▪ NGOs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of workshops/meetings regarding climate change and tourism development</li> <li>▪ The implementation of Measuring the Sustainability of Tourism (MST)</li> <li>▪ Number of firms participating in clean energy programmes</li> <li>▪ Number of firms training their staff on clean energy</li> <li>▪ Changes and savings made by community-based tourism (CBT) businesses as a result of adopting clean energy plans</li> </ul>



## PILLAR 2: SAFEGUARD



Interventions	Stakeholders	Outcomes
<b>Safeguard programme 2: Efficient resources management</b>		
Use of MST framework for measuring greenhouse gas (GHG) emissions and the consumption levels and future availability of resources	<ul style="list-style-type: none"> <li>DMOs</li> <li>National and local governments</li> <li>Private sector associations</li> </ul>	<ul style="list-style-type: none"> <li>Number of Pilot countries in the MST</li> </ul>
<ul style="list-style-type: none"> <li>Use of MST framework for measuring and monitoring the outcomes and impacts of GHG emissions and consumption levels</li> <li>Multi-scalar sustainable water management plans</li> </ul>	<ul style="list-style-type: none"> <li>National and local governments</li> <li>Private sector tourism (tourism businesses and staff)</li> <li>Private sector other (e.g., tech industry, water companies)</li> <li>NGOs (e.g., environmental protection organizations)</li> </ul>	<ul style="list-style-type: none"> <li>Number of firms participating in water sustainable programmes</li> <li>Number of firms training their staff on water efficiency</li> <li>Water management plans elaborated/ revised and updated</li> <li>Participatory workshops with water related and tourism stakeholders to translate needs into projects</li> <li>Changes and savings made by CBT businesses as a result of adopting sustainable water management plans</li> </ul>
<ul style="list-style-type: none"> <li>Circular economy action plans</li> <li>Design and introduction of fiscal policies and economic instruments for natural resources safeguarding and management</li> </ul>	<ul style="list-style-type: none"> <li>DMOs</li> <li>Private sector tourism (tourism businesses)</li> <li>Private sector other (e.g., tech industry)</li> <li>Communities (residents and tourists)</li> <li>National and local governments</li> <li>DMOs</li> </ul>	<ul style="list-style-type: none"> <li>Number of accommodation firms involved in zero waste tourism programmes.</li> <li>Ratio of tax revenue spent between tourism promotion and resource protection.</li> </ul>

## PILLAR 2: SAFEGUARD



Interventions	Stakeholders	Outcomes
<b>Safeguard programme 3: Safeguarding natural and cultural heritage</b>		
<ul style="list-style-type: none"> <li>Safeguarding natural and cultural heritage through tourism education and product development</li> <li>Maximizing the positive contribution of tourism in addressing global biodiversity decline</li> </ul>	<ul style="list-style-type: none"> <li>DMOs</li> <li>NGOs (e.g., heritage and conservation experts)</li> <li>Communities</li> <li>Private sector tourism (businesses)</li> </ul>	<ul style="list-style-type: none"> <li>Capacity building exercises</li> <li>Number of thematic itineraries co-created</li> <li>Satisfaction of stakeholders involved</li> </ul>
<b>Safeguard programme 4: Smart monitoring and crisis preparedness</b>		
Integrated data driven monitoring master plans	<ul style="list-style-type: none"> <li>DMOs</li> <li>Local government</li> <li>Private sector tourism (businesses)</li> <li>Private sector other (e.g., universities and other research institutions)</li> </ul>	<ul style="list-style-type: none"> <li>Data scientists hired and trained to manage data collation especially big data</li> <li>Creation of data collation units within government at all levels</li> <li>Collection of reliable data and big data enabling a clear analysis of impacts of inclusive community development (ICD) through tourism for (re)designing and updating management plans</li> </ul>
GIS-driven master plans	<ul style="list-style-type: none"> <li>DMOs</li> <li>Local governments</li> <li>Private sector tourism (businesses)</li> <li>Private sector other (e.g., universities and other research institutions)</li> </ul>	<ul style="list-style-type: none"> <li>Data scientists hired in charge of big data planning</li> <li>Creation of big data government units</li> <li>Collection of big data enabling a clear analysis of impacts of ICD through tourism for (re)designing and updating key items in destination management plans</li> </ul>

## PILLAR 2: SAFEGUARD

Interventions	Stakeholders	Outcomes
Crisis management and disaster risk management plans and strategies	<ul style="list-style-type: none"> <li>DMOs</li> <li>National and local governments</li> <li>Private sector associations</li> <li>Private sector other (e.g., universities and other research institutions)</li> </ul>	<ul style="list-style-type: none"> <li>Number of workshops to validate scenarios</li> <li>Data scientists incorporated to work with big data systems in crisis preparedness and management.</li> <li>Defining reviewing and updating emergency plans and self-assessment toolkits</li> <li>Defining reviewing updating flexible emergency plans</li> </ul>



### PILLAR 3: PROSPER



Interventions	Stakeholders	Outcomes
<b>Prosper programme 1: Strengthening the role of innovation, digitalization and entrepreneurship in national tourism strategies</b>		
Introduction of dedicated strategies and programmes to foster entrepreneurial innovation and digitization	<ul style="list-style-type: none"> <li>National and local governments</li> </ul>	<ul style="list-style-type: none"> <li>Revenue and profit generated by CBT businesses</li> </ul>
Introduction of fiscal policies with a range of new financing instruments	<ul style="list-style-type: none"> <li>DMOs</li> <li>Private sector tourism (entrepreneurs and businesses)</li> <li>NGOs (development institutions and funding agencies)</li> <li>Private sector other (e.g., banks, venture capital and impact funds)</li> </ul>	<ul style="list-style-type: none"> <li>Number of new financing instruments effectively implemented</li> <li>Number of financial policy instruments in operation to support innovative entrepreneurial businesses.</li> <li>Number of loans issued/granted to CBT entrepreneurs</li> </ul>
Strong private and public sector investment in tourism infrastructure and venture capital environment	<ul style="list-style-type: none"> <li>National governments</li> <li>Private sector tourism (e.g., hotels, tour companies)</li> <li>Private sector other (e.g., banks)</li> </ul>	<ul style="list-style-type: none"> <li>Private investment</li> <li>Loans to support the investment</li> </ul>
Lowering barriers for local start-ups and growth-oriented businesses by simplifying administrative procedures	<ul style="list-style-type: none"> <li>National and local governments</li> <li>Private sector tourism (entrepreneurs)</li> <li>Private sector associations</li> <li>Private sector other (banks, education)</li> </ul>	<ul style="list-style-type: none"> <li>Number of entrepreneurs (serial) engaged in new tourism businesses after a failure.</li> <li>Number of new start-ups, businesses and community initiatives operated by women and/or locally owned</li> </ul>
Governmental support to the creation of entrepreneurial communities through investments in supporting infrastructure	<ul style="list-style-type: none"> <li>Local governments</li> <li>Private sector tourism (entrepreneurs)</li> <li>NGOs (e.g., entrepreneurship institutions)</li> <li>Private sector other (e.g., investors, banks)</li> </ul>	<ul style="list-style-type: none"> <li>Buildings/physical infrastructure dedicated to entrepreneurial communities</li> <li>Effective economic measures to attract investors</li> <li>Survey of the quality and variety of services provided</li> </ul>

### PILLAR 3: PROSPER



Interventions	Stakeholders	Outcomes
<b>Prosper programme 2: Placing inclusion and inequality reduction at the heart of the tourism agenda: inclusive tourism master plans</b>		
Human and financial capital development for vulnerable groups to foster inclusion	<ul style="list-style-type: none"> <li>DMOs</li> <li>Communities</li> <li>NGOs</li> <li>Private sector tourism</li> <li>Private sector other (e.g., educational institutions)</li> </ul>	<ul style="list-style-type: none"> <li>Number of capacity building programmes and number of participants in the last five years disaggregated by gender</li> <li>Survey of the quality and satisfaction of jobs created</li> </ul>
Facilitating access to and use of soft technology through investments in supporting infrastructure; promotion of market access and value chain development	<ul style="list-style-type: none"> <li>DMOs</li> <li>Communities</li> <li>NGOs</li> <li>Private sector tourism</li> <li>Private sector other (e.g., educational institutions)</li> </ul>	<ul style="list-style-type: none"> <li>Number of digital interventions</li> <li>Number of digital intervention users</li> </ul>
Strengthening linkages via the promotion of market access and value chain development	<ul style="list-style-type: none"> <li>DMOs</li> <li>Residents</li> <li>Private sector associations</li> </ul>	<ul style="list-style-type: none"> <li>Number of local suppliers collaborating with established tourism firms</li> </ul>
Enhance local control of tourism development through regulatory frameworks	<ul style="list-style-type: none"> <li>DMOs</li> <li>Communities</li> <li>Private sector associations</li> </ul>	<ul style="list-style-type: none"> <li>Number of locally owned businesses</li> <li>Number of leasing agreements active or potential</li> </ul>
Creation of proactive public-private-community partnerships (PPCPs) for effective product development and destination management	<ul style="list-style-type: none"> <li>DMOs</li> <li>Communities</li> <li>NGOs</li> <li>Private sector tourism</li> </ul>	<ul style="list-style-type: none"> <li>Number of workshops created to work on tourism projects</li> <li>Roles given to vulnerable groups to ensure active participation</li> </ul>

## PILLAR 3: PROSPER



Interventions	Stakeholders	Outcomes
<b>Prosper programme 3: Developing, maintaining and updating tourism infrastructure</b>		
Mapping the essential components of soft infrastructure	<ul style="list-style-type: none"> <li>Local and national governments (cross government departments of infrastructure and tourism)</li> <li>Private sector other (e.g., telecoms companies, banks)</li> <li>Communities</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure thematic workshops</li> <li>Conduct tourist and resident satisfaction surveys</li> </ul>
Developing a plan and strategy for infrastructure development and improvement	<ul style="list-style-type: none"> <li>National and local governments (cross government departments dealing with infrastructure and tourism)</li> <li>Private sector tourism</li> <li>Private sector other (e.g., infrastructure suppliers, investors)</li> <li>NGOs</li> </ul>	<ul style="list-style-type: none"> <li>Participatory planning workshops</li> <li>New infrastructure created/renewed</li> </ul>
<b>Prosper programme 4: Co-creation of sustainable and economically viable tourism products</b>		
Adopt a dialogical participatory approach to co-design tourism experiences and products	<ul style="list-style-type: none"> <li>Communities</li> <li>Private sector tourism</li> <li>Private sector associations</li> <li>DMOs</li> </ul>	<ul style="list-style-type: none"> <li>Number of new tourism products developed</li> <li>Tourist satisfaction survey</li> </ul>
Enhance management of value chains and marketing strategies	<ul style="list-style-type: none"> <li>Communities</li> <li>Private sector tourism</li> <li>Private sector associations</li> <li>DMOs</li> </ul>	<ul style="list-style-type: none"> <li>Number of local suppliers collaborating with established tourism firms</li> <li>Number of marketing activities organized in each year</li> </ul>
Stimulate and/or create network of producers and cooperatives for design and development	<ul style="list-style-type: none"> <li>Local governments</li> <li>Private sector tourism</li> <li>Private sector associations</li> </ul>	<ul style="list-style-type: none"> <li>Number of network activities held</li> </ul>

## PILLAR 4: COLLABORATE

Interventions	Stakeholders	Outcome
<b>Collaborate programme 1: Transversal collaboration between government departments</b>		
Creation of a national inter-ministerial task force	<ul style="list-style-type: none"> <li>National and local governments (cross government departments linked to tourism)</li> </ul>	<ul style="list-style-type: none"> <li>Number/frequency of meetings held and policy outputs emanating from them.</li> <li>Effective creation of the national task force</li> </ul>
Identify policy priorities that recognize tourism's role in contributing to achieving SDGs.	<ul style="list-style-type: none"> <li>National and local governments</li> <li>DMOs</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings and co-joint programmes between key policy arenas across government departments</li> <li>Allocation of specific resources (human, technical or financial) to successfully develop the interventions and measurement of impacts/benefits based on the MST framework</li> </ul>
Cross-agency collaboration agreements for efficient destination management via a one-stop shop approach	<ul style="list-style-type: none"> <li>National and local governments</li> <li>DMOs</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings and co-joint programmes between key policy arenas</li> <li>Creation of an effective integrated information system</li> <li>Collection and sharing of statistical data</li> </ul>
Securing long-term government and other stakeholders' commitment and buy-in through regulatory frameworks	<ul style="list-style-type: none"> <li>Local governments (e.g., tourism official, mayors)</li> <li>Communities (associations and representatives)</li> </ul>	<ul style="list-style-type: none"> <li>Government consumption</li> </ul>

## PILLAR 4: COLLABORATE

Interventions	Stakeholders	Outcome
<b>Collaborate programme 2: Vertical collaboration to integrate regional/local tourism stakeholders</b>		
Identification of key stakeholders (including residents) and co-opting them in the design, planning, execution and evaluation of tourism activities	<ul style="list-style-type: none"> <li>Local/regional governments</li> <li>DMOs</li> <li>Private sector tourism</li> <li>Private sector associations</li> <li>Communities</li> </ul>	<ul style="list-style-type: none"> <li>Effective spaces of dialogue created for participation</li> </ul>
Co-creation of coordinated and complementary measures to foster more innovative and sustainable environments and monitor outcomes and impacts.	<ul style="list-style-type: none"> <li>DMOs</li> <li>Private sector tourism</li> <li>Private sector other (e.g., banks, universities and higher education institutions)</li> <li>NGOs</li> <li>Communities</li> </ul>	<ul style="list-style-type: none"> <li>Number of successful innovative and sustainable projects</li> <li>Creation of dedicated infrastructure (e.g., Centres of Excellence, entrepreneurship hubs) to increase the success rate of innovative and sustainable projects</li> </ul>
Creation of destination management/ marketing organizations (DMOs)	<ul style="list-style-type: none"> <li>Local governments</li> <li>Private sector tourism</li> <li>Other private sector businesses</li> <li>Private sector associations</li> <li>NGOs</li> <li>Communities</li> </ul>	<ul style="list-style-type: none"> <li>Effective spaces of dialogue created for participation</li> <li>Inclusive and collaborative tourism planning, development and management</li> </ul>
Creation of public/private community partnerships (PPCPs) for enhanced destination management	<ul style="list-style-type: none"> <li>National and local governments</li> <li>Private sector tourism</li> <li>Private sector other (e.g., banks, investors)</li> <li>NGOs</li> <li>Communities</li> </ul>	<ul style="list-style-type: none"> <li>Number of collaborative projects emanating from the partnership</li> <li>Number of networks/ associations created by the partnerships</li> <li>Effective creation of PPCP and projects being developed</li> </ul>

# LOOKING AHEAD

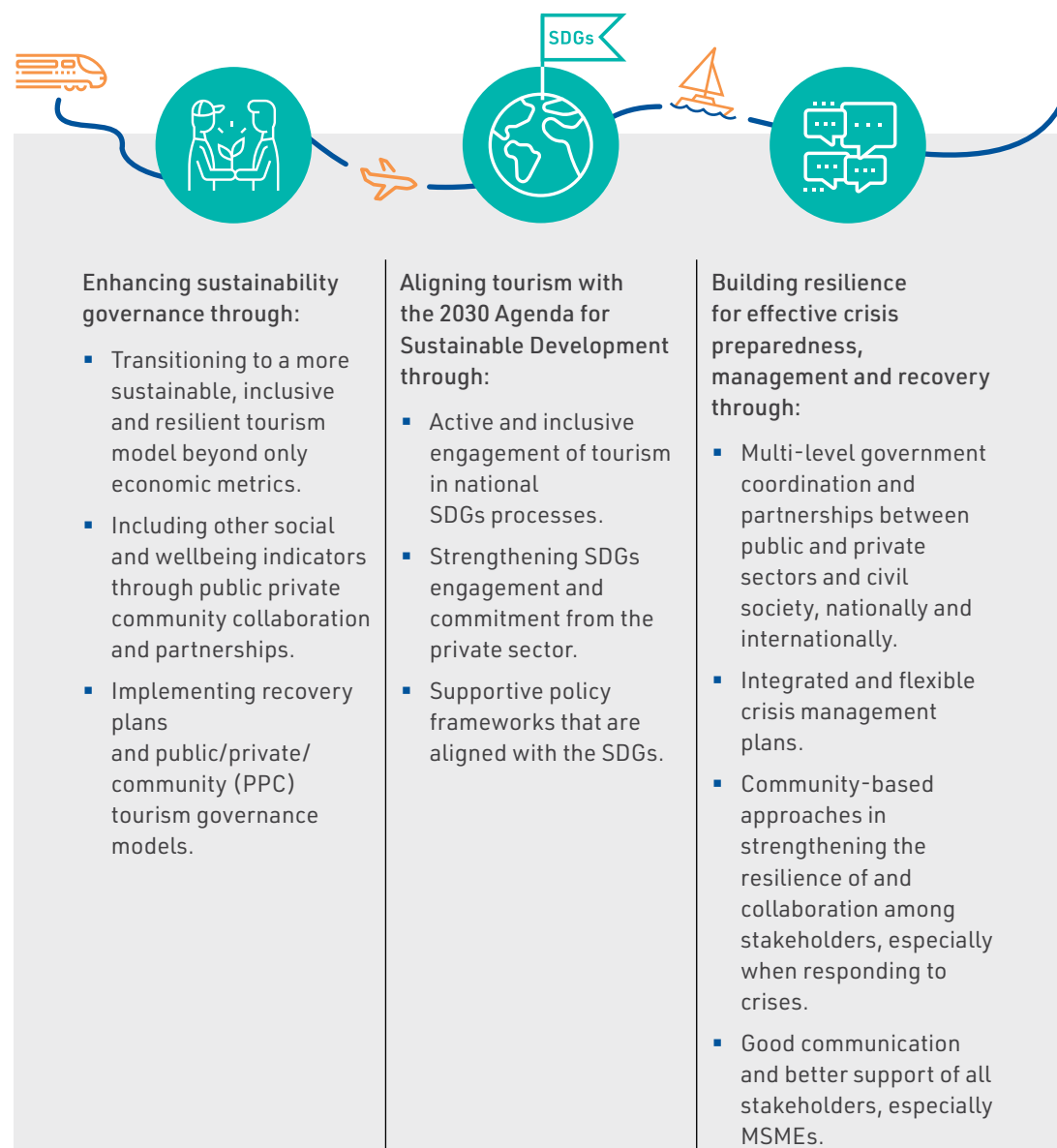
The full impact and consequences of COVID-19 on tourism are still uncertain.

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

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

**Figure ES.7:**

The three critical areas to promote COVID-19 tourism recovery – looking ahead





# RECOMMENDATIONS FOR ACTION

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



## GENERAL RECOMMEN- DATIONS

- 1. Enhance international cooperation through tourism, particularly in support of the recovery from COVID-19** through programmes that support inclusive community development through tourism and build sector resilience.
- 2. Position inclusive community development at the core of tourism policies** to contribute to inclusion through socioeconomic development and poverty alleviation, as well as rural development, while promoting community, national and regional integrations.
- 3. Adopt a holistic and integrated approach to inclusive community development** through a whole-of-government approach and effective cooperation and coordination at all levels – community, national, regional and global.
- 4. Enhance tourism governance through public-private-community partnerships (PPCPs)**, enabling the collective development of tourism products and services, as well as the management of community resources for mutual benefit through jointly assuming risks and responsibilities while sharing resources and competences and attracting new investments.
- 5. Facilitate and improve tourism value chain development and management to empower local communities**, in particular vulnerable and marginalized groups, promote authentic experiences and preserve natural and cultural resources.
- 6. Support the development of smart destinations** with essential technical support to optimize resource allocation and consumption and direct tourist flows in the master planning process to mitigate the negative impacts of tourism flows on natural and cultural resources and social fabrics.
- 7. Align inclusive community development through tourism with the 2030 Agenda for Sustainable Development** by actively engaging in national Sustainable Development Goals (SDGs) processes, strengthening SDG engagement and commitment from all stakeholders: communities, civil society organizations, local/municipal authorities, private sector, financiers and investors.
- 8. Adopt and develop evidence-based tourism policy and management**, while emphasizing the need for a comparable international statistical framework for the impacts of tourism in its three pillars – economic, social, and environmental – in line with the UN-supported the Measuring Sustainable Tourism (MST) framework, emphasizing the need for gender-disaggregated data to promote gender equality.

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

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

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

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

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

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

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

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

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

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



## STAKEHOLDER RECOMMEN- DATIONS

## RECOMMEN- DATIONS FOR COMMUNITIES

Pillar 1 Empower	Pillar 2 Safeguard	Pillar 3 Prosper	Pillar 4 Collaborate
<ul style="list-style-type: none"> <li>Attend mentoring and training on e.g. business creation, product development and service delivery</li> <li>Be actively involved in the design of the community-based products and services</li> <li>Capitalize on and make use of any incentives provided to women and/or other socially disadvantaged groups</li> </ul>	<ul style="list-style-type: none"> <li>Ensure an efficient and effective use and management of their natural and cultural resources to ensure their sustainability and business sustainability</li> <li>Be actively involved in the destination development planning process to protect the natural and cultural environment</li> </ul>	<ul style="list-style-type: none"> <li>Assist youth, women and other marginalized groups within the community to actively participate in community-based tourism (CBT) initiatives</li> <li>Promote decent work and encourage women to become involved in tourism entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>Work with local authorities, private sector and leaders to improve community empowerment, especially vulnerable groups, through tourism</li> <li>Collaborate with communities to source for funds which prioritize empowerment for women and other vulnerable groups through entrepreneurship</li> <li>Develop and strengthen local associations promoting inclusive community development through tourism to serve as platforms for driving the ICT for tourism agenda</li> </ul>

## RECOMMEN- DATIONS FOR GOVERNMENTS

Pillar 1 Empower	Pillar 2 Safeguard	Pillar 3 Prosper	Pillar 4 Collaborate
<ul style="list-style-type: none"> <li>Engage in consultation processes on designing tourism products</li> <li>Develop policies and programmes for capacity building in marginalized groups</li> <li>Incentivize and enable female leadership within tourism employment</li> <li>Promote decent work through removing barriers and enhancing protections in legal frameworks</li> <li>Facilitate and improve management of tourism value chains</li> <li>Participate in the process of development and implementation of the MST framework</li> <li>Enable communities to adopt ICT developments for business and community development</li> <li>Ensure community representation in DMO boards and prioritize community needs and desires</li> </ul>	<ul style="list-style-type: none"> <li>Adopt and use the MST framework for measuring greenhouse gas (GHG) emissions and other environmental initiatives</li> <li>Develop SMART destinations to aid master planning processes</li> <li>Apply Geographic Information Systems in destination master planning and development</li> <li>Develop tested and mature crisis management mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Promote and encourage entrepreneurial innovation</li> <li>Asses the market capacity and expand demand for destinations at early stages of development</li> <li>Monitor and measure gender-disaggregated tourism data and the wellbeing of residents.</li> <li>Support equitable enterprises and sustainable business practices</li> <li>Adopt inclusive community development (ICD) policies and programmes that promote the inclusion of local communities in the value chain</li> <li>Improve ease of doing business for new and extant tourism initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Promote transversal collaboration between government departments</li> <li>Foster vertical collaboration integrating all key tourism stakeholders at all stages of development</li> </ul>



## RECOMMEN- DATIONS FOR THE PRIVATE SECTOR

Pillar 1 Empower	Pillar 2 Safeguard	Pillar 3 Prosper	Pillar 4 Collaborate
<ul style="list-style-type: none"> <li>Design community-based tourism products and services in a participatory manner</li> <li>Offer mentoring, coaching and training to community members</li> <li>Assist youth and women in prospering through tourism</li> <li>Engage communities in developing equitable business collaboration models</li> </ul>	<ul style="list-style-type: none"> <li>Use the MST framework to monitor and measure the GHG emissions and the consumption levels</li> <li>Work with communities to ensure prior assessment of carrying capacity</li> <li>Ensure that tourism operations do not lead to any form of exploitation of residents</li> <li>Promote sustainable and responsible travel among clients and employees.</li> </ul>	<ul style="list-style-type: none"> <li>Assist youth, women and other marginalized groups in prospering through tourism</li> <li>Understand gender relations and roles within communities and strive for an equal distribution of revenues</li> <li>Assist communities in protecting their natural and cultural environments</li> </ul>	<ul style="list-style-type: none"> <li>Work with local authorities, community organizations and leaders to establish equitable revenue distribution mechanisms</li> <li>Work with DMOs in building cooperative business environments through targeted educational and capacity building programmes</li> <li>Assist communities to get funds in setting up priority support facilities and infrastructure</li> </ul>



**RECOMMEN-  
DATIONS  
FOR  
INTERNATIONAL  
ORGANIZATIONS  
AND  
DEVELOPEMENT  
COOPERATION  
PARTNERS**

Pillar 1 Empower	Pillar 2 Safeguard	Pillar 3 Prosper	Pillar 4 Collaborate
<ul style="list-style-type: none"> <li>Promote community-based tourism products and services in participatory manner</li> <li>Lobby national governments to reduce barriers and increase protections within national legal frameworks for tourism sector workers</li> <li>Encourage the improvement of the value chain management to empower residents especially the most vulnerable</li> </ul>	<ul style="list-style-type: none"> <li>Encourage the adoption and use of the MST framework at all levels in destinations</li> <li>Work with local governments and industry stakeholders in developing flexible frameworks for smart destination planning</li> <li>Contribute to the development of crisis planning and management frameworks for destinations</li> </ul>	<ul style="list-style-type: none"> <li>Promote and encourage entrepreneurial innovation in destinations through technical and financial support</li> <li>Guide destinations all the early development stage to assess the market capacity and expand the demand</li> <li>Develop frameworks to continuously measure and monitor the wellbeing of residents with MST framework</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate transversal; collaboration between destinations to facilitate CBT and implementation of the MST framework</li> <li>Encourage vertical collaboration to integrate regional/local tourism stakeholders to expand the capacity of the market and ensure efficient resources management</li> </ul>

**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 159 countries, 6 territories, 2 permanent observers and over 500 Affiliate Members.

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### **AIUla Framework for Inclusive Community Development through Tourism – Executive Summary**

ISBN (printed version): 978-92-844-2212-8  
ISBN (electronic version): 978-92-844-2213-5  
DOI: 10.18111/9789284422135

Published by the World Tourism Organization (UNWTO),  
Madrid, Spain.  
First published: 2020  
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#### **Citation:**

World Tourism Organization (2020), *AIUla Framework for Inclusive Community Development through Tourism – Executive Summary*, UNWTO, Madrid,  
DOI: <https://doi.org/10.18111/9789284422135>.

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Tourism is one of the fastest growing and most resilient socioeconomic sectors of our times. It accounts for 7% of global trade. Outpacing the global economy over the last decade, it generates millions of jobs both directly and indirectly. However, its benefits, including enhanced employment and gender opportunities, still need to be fully deployed.

Under the leadership of the 2020 G20 Saudi Presidency, the World Tourism Organization (UNWTO) and the G20 Tourism Working Group have developed the *AIUla Framework for Inclusive Community Development through Tourism* to help fulfil the sector's potential to contribute to and achieve inclusive community development and the Sustainable Development Goals.

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

With the academic support of:

