



World Tourism Organization (UNWTO)

Goa Roadmap for Tourism as a Vehicle for Achieving the Sustainable Development Goals

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.



World Tourism Organization (UNWTO) [www.unwto.org](http://www.unwto.org)



9 789284 424436



# GOA ROADMAP FOR TOURISM AS A VEHICLE FOR ACHIEVING THE SUSTAINABLE DEVELOPMENT GOALS



# GOA ROADMAP FOR TOURISM AS A VEHICLE FOR ACHIEVING THE SUSTAINABLE DEVELOPMENT GOALS

*Annex to the Outcome Document and Chair's Summary of the  
G20 Tourism Ministerial Meeting held at Goa, India, on 21 June 2023*





## ACKNOWLEDGEMENTS

The Goa Roadmap for Tourism as a Vehicle for Achieving the Sustainable Development Goals was developed by the World Tourism Organization (UNWTO), as a knowledge partner of India's G20 Presidency, in coordination with the G20 Tourism Working Group.

We would like to express our utmost appreciation to the Government of India and the G20 Tourism Working Group for their leadership in advancing the tourism agenda in the G20 framework.

# TABLE OF CONTENTS



Forewords by	4
Zurab Pololikashvili, Secretary-General, World Tourism Organization (UNWTO)	4
Shri G. Kishan Reddy, Minister of Tourism, Culture and Development of North Eastern Region, Government of India	5
Executive summary	6
Introduction	10
<b>01 Key enablers</b>	<b>16</b>
<b>02 A Roadmap for tourism to progress the SDGs</b>	<b>24</b>
Priority area 1 Green tourism	25
Priority area 2 Digitalization	40
Priority area 3 Skills	48
Priority area 4 Tourism micro-, small and medium-sized enterprises (MSMEs)	56
Priority area 5 Destination management	64
<b>Conclusion</b>	<b>72</b>
<b>Annex Case Studies</b>	<b>74</b>
Priority area 1 Green tourism	75
Priority area 2 Digitalization	80
Priority area 3 Skills	84
Priority area 4 Tourism MSMEs	90
Priority area 5 Destination management	92
References and bibliography	94

# FOREWORD

**ZURAB POLOLIKASHVILI,  
SECRETARY-GENERAL,  
WORLD TOURISM ORGANIZATION (UNWTO)**



At the request of the India's G20 Presidency, the World Tourism Organization (UNWTO) developed with the G20 Tourism Working Group the *Goa Roadmap for Tourism as a vehicle for achieving the Sustainable Development Goals*.

The Roadmap aims to provide national governments and other tourism stakeholders with recommendations to design and implement tourism policies that leverage the sector's significant potential to address each of the G20 Tourism Working Group five priority areas and advance the Sustainable Development Goals (SDGs). This document builds on the work of the previous G20 presidencies and is centered around the objectives of the Indian Presidency that seek to support a safer, healthier, more sustainable and equitable future for all under the theme of '*Vasudhaiva Kutumbakam*' or '*One Earth • One Family • One Future*'.

The Roadmap also expands on UNWTO's work in placing tourism at the forefront of the global agenda and advancing knowledge on how to design better tourism policies to accelerate the achievement of the SDGs, in particular in the areas of sustainability, destination management, governance, education, innovation, digital transformation and investments.

Under the leadership of the Indian Presidency, the Roadmap was designed through a participatory approach geared towards creating actionable guidelines to advance policies and translate them into concrete recommended actions for the benefit of all.

On behalf of UNWTO, I would like to express my sincere gratitude to all G20 and guest countries for this joint work, from the initial co-design sessions and the survey prepared for the purpose of developing these guidelines, through to the revisions of the consecutive drafts.

I also thank all the international and regional organizations taking part in the Tourism Working Group under the India's G20 Presidency – the Asian Development Bank (ADB), the International Labour Organization (ILO), the Organisation for Economic Co-operation and Development (OECD) and the United Nations Environment Programme (UNEP) – as well as the World Travel & Tourism Council (WTTC), for their valuable inputs. I trust that this document will guide the G20 in advancing the contribution of tourism for a more inclusive, sustainable and resilient tourism sector and the achievement of the 2030 Agenda.

# FOREWORD

**SHRI G. KISHAN REDDY,  
MINISTER OF TOURISM, CULTURE AND  
DEVELOPMENT OF NORTH EASTERN REGION,  
GOVERNMENT OF INDIA**



Under the Indian Presidency of the G20, the *Goa Roadmap for Tourism as a vehicle for achieving the Sustainable Development Goals* presents a set of recommended actions to ensure that our sector can deliver on its potential to progress the achievement of the 2030 Agenda.

The theme of the Presidency – ‘*Vasudhaiva Kutumbakam*’ or ‘*One Earth • One Family • One Future*’ – is drawn from the ancient Sanskrit text of the Maha Upanishad. The theme affirms the value of all life – human, animal, plant, and microorganisms – and their interconnectedness on the planet Earth and in the wider universe. In this spirit, the present document aims to support the transformation of tourism towards a more sustainable, resilient and inclusive future for all.

Tourism can be instrumental in addressing many of the challenges faced by our societies while transforming itself to address its socio-economic impacts. Working together on a common roadmap for recovery and long-term sustainability in tourism will unlock its immense potential to deliver on the SDGs.

The tourism sector is included specifically in SDGs 8 (decent work and economic growth), 12 (responsible consumption and production) and 14 (life below water). However, considering the sector’s cross-cutting impacts,

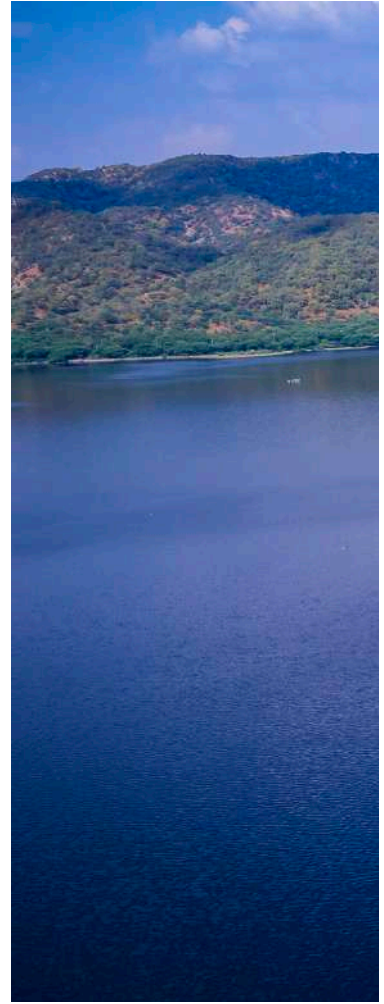
tourism can contribute to all SDGs, empowering women, progressing climate action and creating opportunities to fight inequalities. After an unprecedented disruption caused by COVID-19 pandemic, the G20 Tourism Working Group highlighted the importance of acting on five priority areas to advance this agenda: green tourism, digitalization, skills, tourism micro, small and medium enterprises and destination management.

The *Goa Roadmap for Tourism as a vehicle for achieving the Sustainable Development Goals* outlines how by leveraging collective action at every stakeholder level in the tourism sector, powerful progress is possible.

On behalf of the Presidency I would like to thank the Tourism Working Group for their contributions and guidance in the creation of this document.

I would also like to express my appreciation to the World Tourism Organization (UNWTO) for leading the development of the Roadmap as the knowledge partner. I wish to thank India’s G20 Presidency Tourism Working Group Team for their hard work over the months to coordinate the refining of the document. I believe the greater collaborative endeavour will continue and with our shared goodwill, the GOA Roadmap will take us to more sustainable, resilient and inclusive tourism.

# EXECUTIVE SUMMARY



The *Goa Roadmap for Tourism as a Vehicle for Achieving the Sustainable Development Goals*, welcomed at the G20 Tourism Ministers' Meeting 2023 held in the scenic tourism-destination of Goa, India, aims to provide national governments in the G20 countries and beyond, as well as other tourism actors with voluntary tools and recommendations to leverage the sector's capability to progress the SDGs. It seeks to support a safer, healthier, more sustainable and equitable future while taking into account national circumstances, needs and priorities.

Guided by the five interconnected priority areas of the Tourism Working Group under the India's G20 Presidency, the Roadmap builds on the efforts of the G20 Tourism Working Group in the past three years – starting with the *AIUla Framework for Inclusive Community Development Through Tourism* and the *Safe and Seamless Travel and Improved Traveler Experience* under the Saudi Presidency, along with the *G20 Rome Guidelines for the Future of Tourism*, as well as the *Principles for the Transition to a Green Travel And Tourism Economy* under

the Italian Presidency. In addition to the more recent *G20 Bali Guidelines Strengthening Communities and MSME as Tourism Transformation Agents – A People Centered Recovery* which was developed under the Indonesian Presidency in 2022.

- **Priority 1 – Green tourism:** Greening the tourism sector for a sustainable, responsible and resilient tourism sector
- **Priority 2 – Digitalization:** Harnessing the power of digitalization to promote competitiveness, inclusion and sustainability in the tourism sector
- **Priority 3 – Skills:** Empowering youth with skills for jobs and entrepreneurship in the tourism sector
- **Priority 4 – Tourism micro-, small and medium-sized enterprises (MSMEs):** Nurturing tourism MSMEs, startups and the private sector to unleash innovation and dynamism in the tourism sector; and





- **Priority 5 – Destination management:** Rethinking the strategic management of destinations towards a holistic approach that delivers on the SDGs

The Roadmap lays out a set of key enablers, identifies the inclusion of tourism in national SDGs agendas, proposes recommendations and features case studies emphasizing advances in place among G20 members and guest countries.<sup>1</sup>

The document highlights the opportunities for governments and stakeholders to work jointly, as per their national circumstances, needs and priorities, to accelerate the achievement of the SDGs.

---

<sup>1</sup> Spain is a permanent guest country. Guest countries under India's G20 Presidency: Bangladesh, Egypt, Mauritius, Netherlands, Nigeria, Oman, Singapore, and the United Arab Emirates.





**OPPORTUNITIES**

**OBJECTIVES**

**Priority area 1: GREEN TOURISM**

**1.1** Sustainable infrastructure and resource management

**1.1.1** Prioritize energy efficient infrastructure and operations

**1.1.2** Facilitate efficient resource management

**1.1.3** Integrate circular approaches in the value chain

**1.1.4** Reduce and eliminate pollution levels

**1.2** Supporting land, people and local populations

**1.2.1** Support Indigenous Peoples and local populations land stewardship

**1.2.2** Prioritize the inclusion of local populations

**1.2.3** Invest in regenerative tourism solutions

**1.3** Developing sustainable, equitable and inclusive economies through data and innovation

**1.3.1** Invest in sustainability

**1.3.2** Consider inclusive innovative finance models aligned with the UNFCCC provisions and principles

**1.3.3** Consider advancing integrated measurement systems based on the Statistical Framework for Measuring the Sustainability of Tourism (SF-MST)

**1.3.4** Leverage storytelling and data

**1.4** Promoting visitors'-led actions for responsible consumption

**1.4.1** Actions to save energy and promote low emissions energy options

**1.4.2** Actions to conserve and save water

**1.4.3** Actions to reduce, reuse and recycle

**1.4.4** Actions to preserve natural habitat and protect biodiversity

**1.4.5** Prefer responsible and sustainable certified tourism service providers

**Priority area 2: DIGITALIZATION**

**2.1** Expanding digitalization throughout the visitor journey

**2.1.1** Develop digital integration plans

**2.1.2** Integrate tourism digitalization efforts with efforts across other sectors

**2.1.3** Leverage digital tools for data collection, analysis and reporting

**2.2** Developing policies and regulations for tourism digitalization

**2.2.1** Encourage appropriate visitor protection standards

**2.2.2** Explore regulations that support fair competition for tourism businesses

**2.3** Developing dashboards to monitor actions under Travel for LIFE

**2.3.1** Impact assessment for evaluating increased demand and supply for environmentally sustainable tourism services and products

**2.3.2** Impact assessment for evaluating increased demand and supply for locally owned businesses



## OPPORTUNITIES

## OBJECTIVES

### Priority area 3: SKILLS

**3.1** Upskilling, reskilling and new skilling for resilient tourism to meet the diverse needs of the sector

**3.1.1** Address the negative perception about the sector

**3.1.2** Identify specific skills gaps and provide training and education opportunities

**3.1.3** Define and implement specific strategies to support vulnerable groups with tailored interventions

**3.1.4** Tailor upskilling, reskilling and new-skilling programmes for Indigenous Peoples

**3.2** Developing forward thinking skills training opportunities

**3.2.1** Ensure skills trainings are lifelong learning initiatives

**3.2.2** Generate digital skills trainings to upskill MSMEs and local populations

**3.2.3** Develop skill trainings on sustainable skills gaps

### Priority area 4: TOURISM MSMEs

**4.1** Equipping traditional MSMEs to stay relevant

**4.1.1** Support green and sustainable and digital transitions

**4.1.2** Support MSMEs lean into innovation

**4.1.3** Support MSMEs to adapt and build environmental resilience and sustainability

**4.2** Building an enabling environment for growing and scaling for MSMEs

**4.2.1** Incentivize and support inclusive innovative financing models

**4.2.2** Cultivate diverse learning measures

**4.3** Visitors'-led actions to support tourism MSMEs

**4.3.1** Prefer and promote local produce and indigenous experiences

**4.3.2** Prefer and promote women-led MSMEs

### Priority area 5: DESTINATION MANAGEMENT

**5.1** Positioning DMOs as system conveners

**5.1.1** Develop DMOs with a holistic focus on the ecosystem of tourism

**5.1.2** Facilitate learning across DMOs and sector stakeholders

**5.2** Creating new governance models

**5.2.1** Facilitate public-private-community partnerships

**5.2.2** Develop frameworks that involve visitors



# INTRODUCTION

The 2023 India's G20 Presidency centres around the theme 'Vasudhaiva Kutumbakam' or 'One Earth • One Family • One Future'. *Vasudhaiva Kutumbakam* draws from the Sanskrit text of the Maha Upanishad and "affirms the value of all life – human, animal, plant and microorganisms – and their interconnectedness on planet Earth and in the wider universe."<sup>2</sup> Aligning with this principle, **India's G20 Presidency has set six priorities:**

1. Green development, Climate action and LiFE (Lifestyle for Environment);
2. Accelerated inclusive and resilient growth;
3. Accelerating progress on the SDGs;
4. Technological transformation and digital public infrastructure;
5. Multilateral institutions for the 21st century and three Fs – food, fuel and fertilizers; and
6. Women-led development.

## ACCELERATING PROGRESS ON THE SDGs

These priorities come as the findings of the 2022 SDGs report<sup>3</sup> reveal that in recent years, there have been increases in economic precarity, food insecurity, economic inequality and environmental degradation.

The global working poverty rate is increasing for the first time in 20 years, reversing its historic decline between 2015 and 2018 when "the number of people living on less than USD 1.90 a day dropped from 740 million to 656 million."<sup>4</sup> In 2021 an estimated 828 million people were affected by hunger.<sup>5</sup> Between 2017 and 2021, inequality between countries rose by 1.2%, defying predictions of a 2.6% decrease<sup>6</sup> and marking the first inequality increase in a generation. Data also suggests that income inequality within countries is increasing.<sup>7</sup>

Lastly, environmental degradation is accelerating. Air and water pollution, overconsumption of natural resources and increasing greenhouse gases (GHG) threaten people and the planet. "Air pollution accounts for an estimated seven million premature deaths each year"<sup>8</sup> and "rising global greenhouse gas emissions are resulting in record-breaking temperatures and more extreme weather".<sup>9</sup>

2 G20 2023 India (n.d.), 'Logo & Theme', online available at: <https://www.g20.org/en/g20-india-2023/logo-theme/> [12-03-2023].

3 United Nations (2022), *The Sustainable Development Goals Report 2022*, UN, New York, p. 3, online available at: <https://unstats.un.org/sdgs#> [12-05-2023].

4 Ibid., p. 26.

5 Ibid., p. 28.

6 Ibid., p. 47.

7 Ferreira, F. (2021), *Inequality in the Time of COVID-19*, International Monetary Fund, online available at: <https://www.imf.org/external/pubs/ft/fandd/2021/06/inequality-and-covid-19-ferreira.htm> [12-05-2023].

8 United Nations Environment Programme (2021), *Air Pollution Note – Data you need to know*, online available at: <https://www.unep.org/interactive/air-pollution-note/> [24-04-2023].

9 United Nations (2022), *The Sustainable Development Goals Report 2022*, UN, New York, p. 52, online available at: <https://unstats.un.org/sdgs#> [12-05-2023].

## HOW CAN TOURISM ADVANCE THE SDGs?

The tourism sector is the third largest export category globally<sup>10</sup> and provides millions of jobs around the world. The sector greatly impacts socioeconomic development, cultures and the environment. If well managed, tourism has the potential and can serve as one of the vehicles for countries to make progress towards the SDGs by generating economic growth, creating jobs, reducing inequities and promoting cultural and environmental sustainability, in line with the principles of the Global Code of Ethics for Tourism<sup>11</sup> and the International Labour Organization Guidelines on decent work and socially responsible tourism<sup>12</sup> while taking into account national needs, priorities, and circumstances.

The role of the sector in progressing the SDGs has been recently recognized by the United Nations General Assembly. *Resolution 77/178 of 14 December 2022* on the “Promotion of sustainable and resilient tourism, including ecotourism, for poverty eradication and environment protection”<sup>13</sup> encourages all member states to design and implement recovery strategies to accelerate progress towards the 2030 Agenda for Sustainable Development. Most notably, the resolution places resilient tourism at the forefront for the first time, including supporting a stronger role for tourism in societies and global sustainability processes. It also calls for the support from all relevant stakeholders to promote approaches that reduce greenhouse gas emissions, and ensure sustainable consumption and production patterns to transform the tourism sector.

The tourism sector is included specifically in the targets of SDGs 8, 12 and 14: SDG target 8.9, which aims to “devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products”; SDG target 12.b. which aims to “develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products” and SDG target 14.7 “by 2030, increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism.”<sup>14</sup>

To help framing the relationship between tourism and the SDGs in the development of the current Roadmap, a survey among G20 members and guest countries was conducted. The answers helped to identify the SDGs which tourism was considered to impact the most:

- **SDG 8:** Decent work and economic growth;
- **SDG 9:** Industry, innovation, and infrastructure;
- **SDG 11:** Sustainable cities and communities;
- **SDG 12:** Responsible consumption and production; and
- **SDG 17:** Partnerships for the goals.

10 World Tourism Organization (2021), *International Tourism Highlights, 2020 Edition*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422456>.

11 World Tourism Organization (1999), *Global Code of Ethics for Tourism*, UNWTO, online available at: <https://www.unwto.org/global-code-of-ethics-for-tourism> [12-05-2023].

12 International Labour Organization (2017), *ILO guidelines on decent work and socially responsible tourism*, ILO, Geneva

13 United Nations – General Assembly of the United Nations (2022), ‘Resolution of the 77th Session, ‘Resolution 77/178 – Promotion of sustainable and resilient tourism, including ecotourism, for poverty eradication and environment protection’, online available at: <https://www.un.org/en/ga/77/resolutions.shtml> [15-05-2023].

14 For detailed information please consult United Nations – Department of Economic and Social Affairs (n.d.), ‘Sustainable Development – The 17 Goals’, online available at: <https://sdgs.un.org/goals> [12-05-2023]



However, tourism is a cross-cutting sector and can contribute to all SDGs. Tourism can promote gender equality (SDG 5) and reduce inequality within and among countries (SDG 10) by supporting economic empowerment for women and local populations. Women make up 54% of the tourism workforce<sup>15</sup> and local populations can leverage their unique cultural diversity and contextual knowledge to generate “innovative experiences and new business opportunities for tourism destinations”<sup>16</sup> creating a tremendous potential to advance tourism as a vehicle for empowerment. Tourism can also promote multi-cultural understanding and thus support the achievement of SDG 16 on peace, justice and strong institutions.

By leveraging collective action at every stakeholder level in the tourism sector, powerful progress towards environmentally and climate-centred SDGs, including SDG 7 (Affordable and clean energy), 11 (Sustainable cities and communities), 12 (Responsible consumption and production), 13 (Climate action), 14 (Life below water) and 15 (Life on land) is possible.

The relationship between the tourism sector and the environment is highly complex, aiming to strive a balance between economic development and ecological preservation. “The tourism sector is highly vulnerable to climate change and at the same time contributes to the emission of greenhouse gases (GHG)”<sup>17</sup>, while the unplanned management of tourist flows can take a toll on natural heritage and impact the quality of life of host populations. But, if well planned and managed, tourism can contribute to sustainable development.”<sup>18</sup> The sector can support conservation efforts by considering the following actions as per the ‘Cancun Declaration on mainstreaming the conservation and sustainable use of biodiversity for well-being’ taking into account national circumstances, needs and priorities: integrating biodiversity into policies and models of economic and social development for tourism as an enabling agent for change, promoting tourism linkages which support decoupling economic growth from environmental degradation in the tourism sector and beyond, or encouraging the adoption of practices for sustainable infrastructure, sustainable production and consumption, the conservation of landscapes and ecosystems, the use of land planning and the promotion of cultural values associated with biodiversity.<sup>19</sup>

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

World Tourism Organization (n.d.), ‘Tourism and COVID-19 – unprecedented economic impacts’, UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [24-04-2023].

16 World Tourism Organization (2021), ‘Empowering Indigenous Communities to Drive Tourism’s Recovery’, UNWTO, Madrid, online available at: <https://www.unwto.org/news/empowering-indigenous-communities-to-drive-tourism-s-recovery> [24-04-2023]

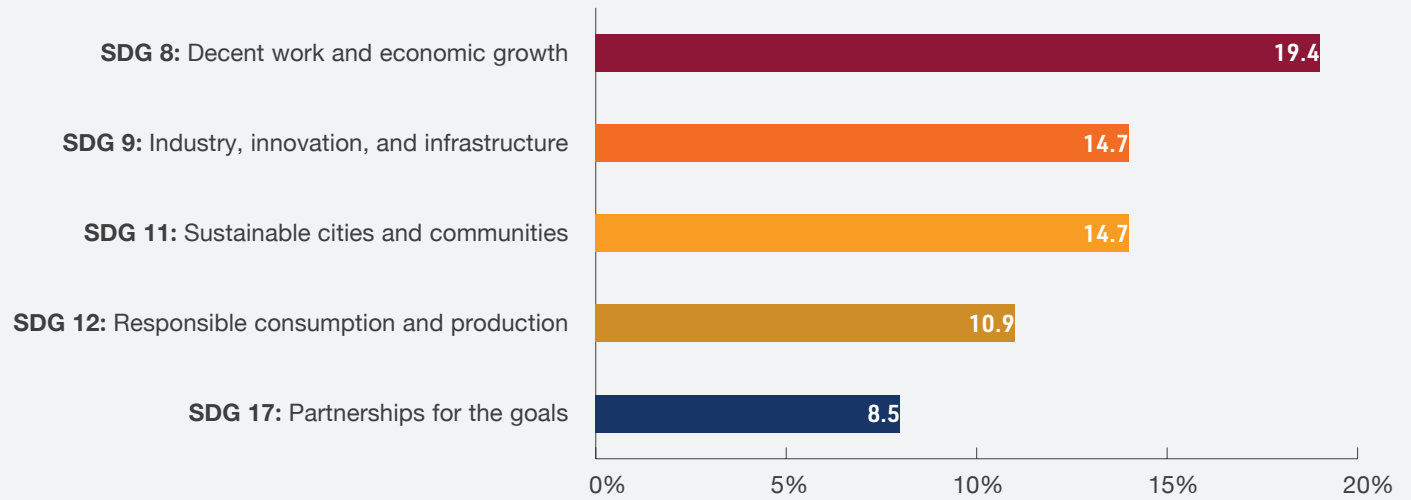
Organization of Economic Co-operation and Development (2022), *Maximising synergies between tourism and cultural and creative sectors – Discussion Paper for the G20 Tourism Working Group*, OECD, Paris, online available at: <https://t4.oecd.org/cfe/leed/OECD-G20-TWG-Discussion-Paper-Tourism-Cultural-Creative-Sectors.pdf> [06-06-2023].

17 World Tourism Organization (n.d.), ‘Transforming tourism for climate action’, UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [24-04-2023].

18 World Tourism Organization (2019), *UNWTO Guidelines for Institutional Strengthening of Destination Management Organizations (DMOs) – Preparing DMOs for new challenges*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284420841>

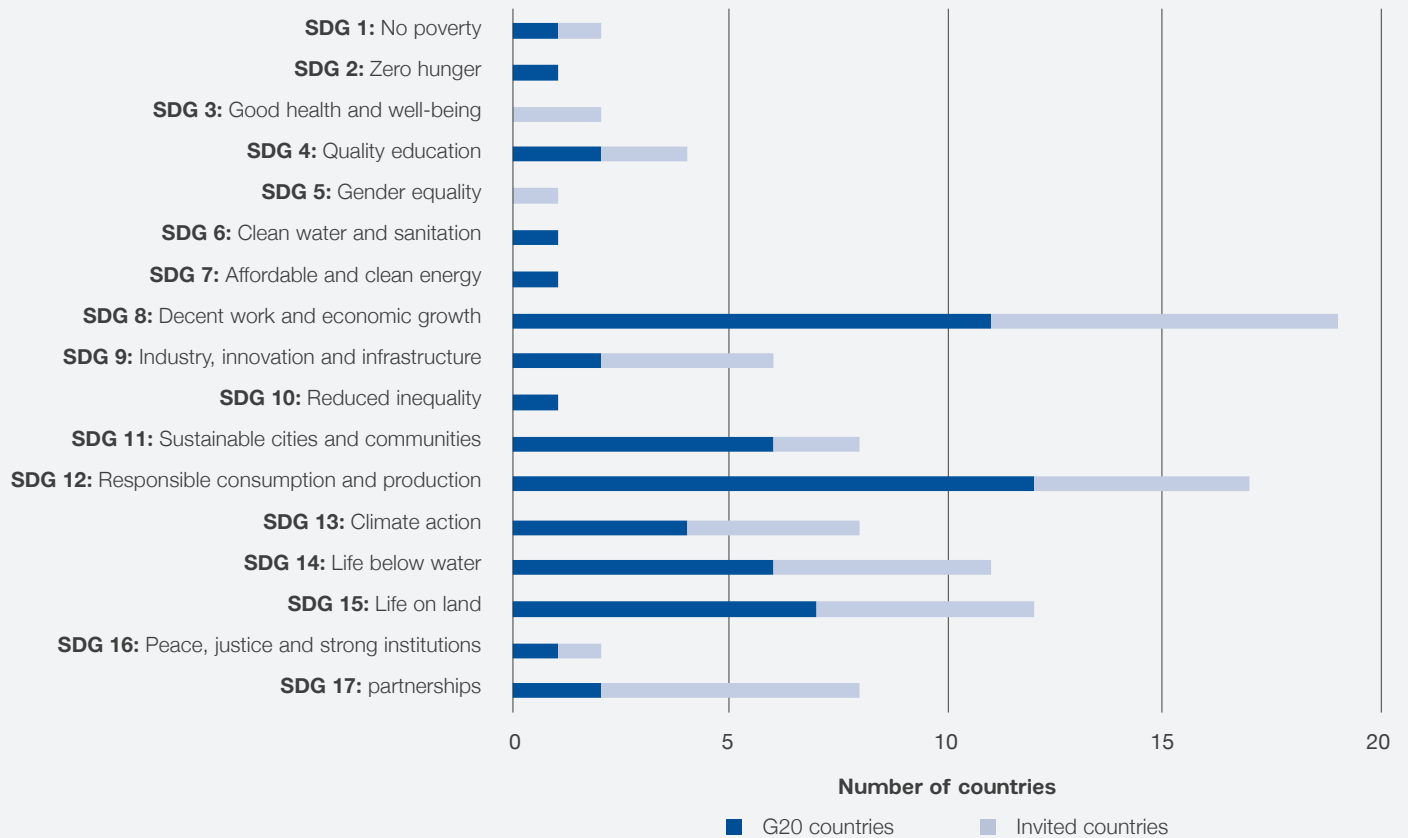
19 COP13, United Nations Biodiversity Conference (2016), Cancun Declaration on mainstreaming the conservation and sustainable use of biodiversity for well-being, UN, online available at: <https://www.cbd.int/cop/cop-13/hls/cancun%20declaration-en.pdf> [24-04-2023]

Figure I.1: G20 Tourism Working Group survey results on the top Sustainable Development Goals that tourism contributes to, 2023 (%)



Source: G20 Tourism Working Group survey to the question: "What are the top five SDGs that tourism contributes to most in your country?" n=26

Figure I.2: Number of countries mentioning tourism in the Voluntary National Reviews (VNRs) in relation to the SDGs, 2016–2022



Source: Voluntary National Reviews analysis for G20 members and guest countries 2016–2022, April 2023



## TOURISM AS A VEHICLE TO ACHIEVE THE SDGs IN THE NATIONAL AGENDAS

The role of tourism in progressing the SDGs is increasingly recognized in national development agendas. According to the analysis of the Voluntary National Reviews (VNRs) submitted by 27 of the 29 G20 members and guest countries between 2016 and 2022, a total of 21<sup>20</sup> incorporate tourism into their national policies for the SDGs within their latest VNRs.

The same analysis shows that SDG 8 (Decent work and economic growth), SDG 12 (Responsible consumption and production) and SDG 15 (Life of land) appear as having the strongest link with tourism (figure I.2). The number of mentions of tourism linked to SDG 13 (Climate action) and SDG 14 (Life below water) further illustrates how countries see tourism as a vehicle to address climate change and biodiversity conservation. On the other hand, the sector is rarely mentioned in relation to SDG 2 (No hunger), SDG 5 (Gender equality), SDG 6 (Clean water and sanitation), SDG 7 (Affordable and clean energy) and SDG 10 (Reduced inequalities).

## G20 TOURISM WORKING GROUP PRIORITY AREAS

On the road to progressing the SDGs, India's G20 Presidency has identified five priority areas for the Tourism Working Group (TWG) where the tourism sector can lead in making important contributions.<sup>21</sup> It should be noted that these five priority areas are interrelated and should be addressed collectively.

- **Priority 1 – Green Tourism:** Greening the tourism sector for a sustainable, responsible and resilient tourism sector
- **Priority 2 – Digitalization:** Harnessing the power of digitalization to promote competitiveness, inclusion and sustainability in the tourism sector
- **Priority 3 – Skills:** Empowering youth with skills for jobs and entrepreneurship in the tourism sector
- **Priority 4 – Tourism micro-, small and medium-sized enterprises (MSMEs):** Nurturing tourism MSMEs, startups and private sector to unleash innovation and dynamism in the tourism sector; and
- **Priority 5 – Destination Management:** Rethinking the strategic management of destinations towards a holistic approach that delivers on the SDGs

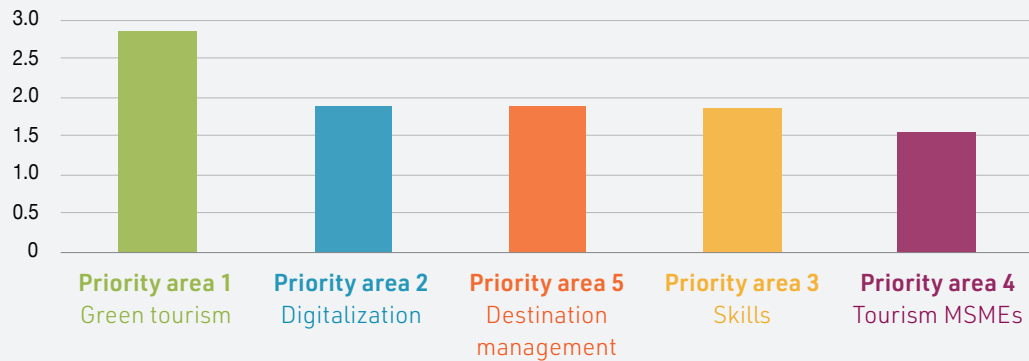
According to the results of the survey conducted among G20 members and guest countries for the development of this document, **green tourism emerges as the most important priority** – a priority that sets the overarching goal for a sustainable and inclusive tourism future (see figure I.3). Countries can work towards these priority areas while building on their national circumstances, needs and priorities.

As noted, the tourism sector contributes to all SDGs, collectively, however, there is strong correlation between specific SDGs and TWG priority areas. Based on the survey where countries were asked to identify which SDGs could action on each of the five priority areas contribute the most, the SDGs in figure I.4 were mentioned.

20 United Nations (n.d.), 'Voluntary National Reviews', United Nations High-Level Political Forum, online available at: <https://hlpf.un.org/vnrs> [24-04-2023]. Analysis of the VNRs presented by G20 members and guest countries between 2016 and 2022.

21 G20 Indian Presidency Tourism Working Group Issue Note.

Figure I.3: G20 tourism priority areas ranked by importance by the G20 Tourism Working Group, 2023

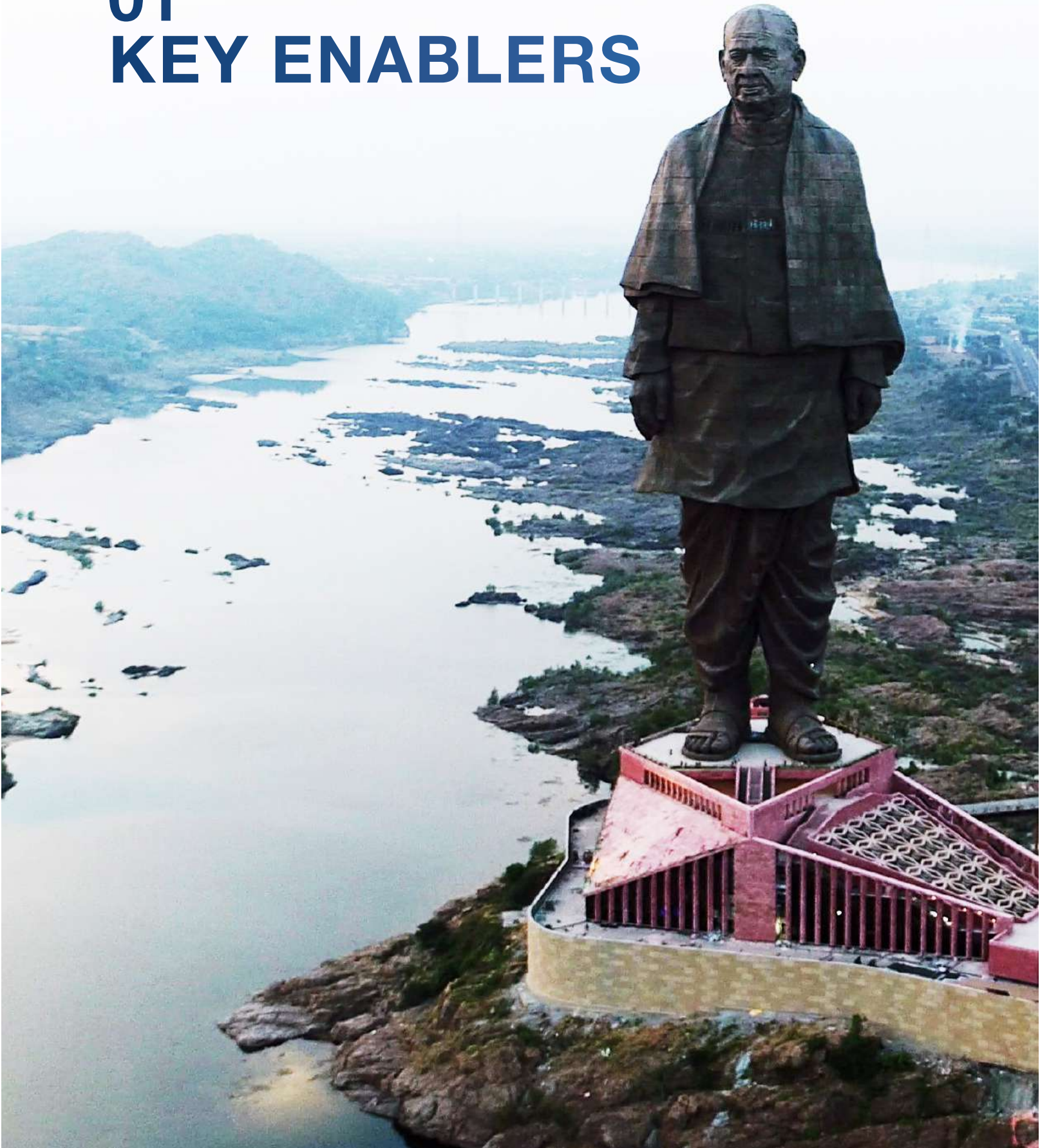


Source: G20 Tourism Working Group survey answer to the question: "Rank the five priority areas from highest to lowest priority for your country." n=26

Figure I.4: Top 5 SDGs related to G20 Tourism Working Group priority areas as per the G20 and guest countries survey, 2023



# 01 KEY ENABLERS





### Summary

The following section provides an overview of the key emerging and cross-cutting enablers within the tourism sector identified through an analysis of the G20 Tourism Working Group survey, past G20 outcome documents and a literature review conducted for the five priority areas.

### Key words

Sustainability // Inclusive and equitable development // Holistic management // Future thinking

### Key messages

- The future of tourism lies in sustainability and inclusion.
- Emerging enablers will have varied applications in every country. Countries should prioritize their national needs in development.
- Countries can take unique combinations of these enablers to set national priorities that support sustainable tourism.

A set of ten cross-cutting key enablers have been identified based on a systems level analysis of recommendations from reports, surveys, case studies and best practices shared by practitioners across the tourism sector.

1. Working towards climate action and environmental protection and related international cooperation;
2. Equitable economic models to promote inclusive tourism and empower vulnerable groups, such as youth, women, Indigenous Peoples and persons with disabilities;
3. Sustained public-private-community partnerships, including employers' and workers' organizations, to develop more innovative and sustainable tourism initiatives;
4. Visitors as key stakeholders to help transform the sector towards sustainability;
5. Holistic destination management to help the sector adapt to today's challenges;
6. Upskilling, reskilling and new skilling tourism actors, focussing on vulnerable groups (such as youth, women, Indigenous Peoples and persons with disabilities), as well as MSMEs, to reduce inequalities, foster inclusion and social justice;
7. Strengthening measurement, monitoring, and reporting to better understand and manage the impact and interdependences of tourism on its three dimensions – economic, social and environmental;
8. Consistent knowledge sharing between traditional and non-traditional actors to bridge knowledge gaps and accelerate progress within the sector;
9. Innovative approaches to meet the SDGs; and
10. Long-term forward planning to foster tourism resilience.

Each key enabler is an entry point in understanding how to leverage tourism to further SDGs progress and address G20 priority areas and is reflected in the objectives set in the Roadmap.



# 1

## Working towards climate action and environmental protection and related international cooperation

---

Like many other sectors, tourism has environmental impacts with increased greenhouse gas (GHG) emissions, and rising pollution. Therefore, there is an opportunity and a necessity for the tourism sector to adjust mindsets and practices to progress from policy to action. Building back better means making tourism relevant and looking beyond tourism in a context of major challenges including climate change and development imperatives.

By rebalancing the relationship of tourism with nature, embracing science and ensuring that tourism policies and operations are rethought and redefined, tourism can contribute to regenerating ecological health, human health, and social and economic well-being<sup>22</sup>, accelerate sustainable development and achieve the goals of the Paris Agreement.

The sector's actions towards sustainability will also have positive downstream impacts across numerous other sectors. Tourism can foster sustainable consumption and production, including circular approaches, in other sectors, namely agri-food, buildings and construction and transportation. Yet, movement towards sustainability requires coordinated and intentional policies and investments from both public and private sectors, as well as a shift toward regenerative mindsets and practices to ensure sustainable policies are implemented in order to achieve the SDGs.

---

22 World Tourism Organization (2023), *Climate Action in the Tourism Sector – An overview of methodologies and tools to measure greenhouse gas emissions*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284423927>.

## 2 Equitable economic models to promote inclusive tourism and empower vulnerable groups, such as youth, women, Indigenous Peoples and persons with disabilities

---

The tourism sector can support vulnerable groups, such as youth, women, Indigenous Peoples and persons with disabilities, through access to jobs and entrepreneurship opportunities. These groups tend also to be disproportionately impacted by major challenges as proven by the recent impact of the COVID-19 pandemic<sup>23</sup>.

To do so, there is a need for a policy environment and measures that provide for a job-rich recovery with decent work opportunities for all, and for an inclusive, sustainable and resilient recovery that supports business creation and continuity, and foster innovation, productivity and a fair distribution of its gains as well as for sustainable enterprises.<sup>24</sup>

Moreover, there is a need to develop and implement comprehensive, innovative and integrated approaches to curb the spread of informality and accelerate the transition to the formal economy. Efforts should aim at facilitating this transition while respecting workers' rights, including fundamental rights and ensuring sustainability of enterprises and decent work.<sup>25</sup>

By providing specific measures such as comprehensive training and investment offerings, including micro-credit loans, as well as adequate policies and business models, the tourism sector can support vulnerable groups (such as youth, women, Indigenous Peoples and persons with disabilities) and help them generate progress in areas where they are currently disadvantaged or underrepresented, such as in positions of leadership, greater entrepreneurship and growth in employment opportunities.

## 3 Sustained public-private-community partnerships, including employers' and workers' organizations, to develop more innovative and sustainable tourism initiatives

---

When actors – directly involved in or impacted by the tourism sector are empowered to contribute their experiences, this results in deeper dialogue and formation of sustainable partnerships. These meaningful collaborations support the development of new ideas that support innovative, inclusive, and sustainable tourism.

The tourism sector can promote public-private-community partnerships by working with governments and universities, private sector, including employers' and workers' organizations and community partners. In addition to generating innovative ideas, partnering closely with community members including vulnerable groups (such as youth, women, Indigenous Peoples and persons with disabilities) and employers' and workers' representatives helps ensuring that all reap the benefits of investments and initiatives. By engaging in effective social dialogue, the tourism sector can promote a human-centred, inclusive, sustainable and resilient recovery and just transitions to a more inclusive, sustainable and resilient future of work in tourism.

23 World Tourism Organization (2023), *Survey on the Gendered Impact of the COVID-19 Pandemic on Tourism Employment*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284424429>.

24 International Labour Organization (2022), 'Technical meeting on COVID-19 and sustainable recovery in the tourism sector', TMSRTS/2022/8, meeting held on 25–29 April 2022, ILO, Geneva, p. 3, online available at: [www.ilo.org](http://www.ilo.org) [17-05-2023]

25 Ibid.





## 4

### Visitors as key stakeholders to help transform the sector towards sustainability

The tourism sector very often focusses the responsibility of shaping and improving the sector on governments, workers and businesses. Yet, visitors can have a unique level of influence on the market and its offerings.

When visitors are aware of good practices, they may have more sustainable choices with their water usage, single use plastic usage and food waste as well as their relationship with the local population. With greater awareness, visitors can help drive change within the sector by creating market demand for more sustainable, inclusive, resilient and impactful tourism practices.<sup>26</sup>

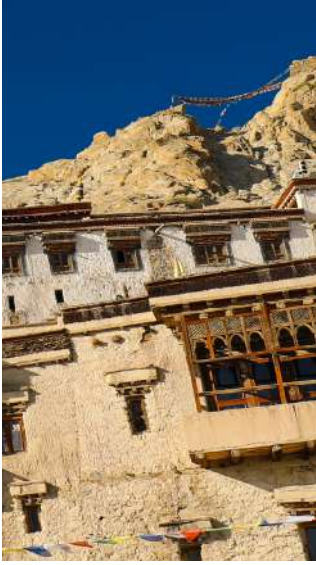
## 5

### Holistic destination management to help the sector adapting to today's challenges

Destination management has traditionally taken a siloed approach, with a focus on marketing. However, in recent years many countries and destinations have progressed into a more holistic approach that accounts for the needs of all stakeholders across the tourism value chain, including public sector and private sector businesses, visitors, workers, local populations and Indigenous Peoples and that promotes vertical cooperation.

Destination management needs to expand beyond destination marketing and adopt policies and actions aimed at creating a favourable ecosystem for the sustainable development of tourism in its three dimensions – social, economic and environmental. By having a strategic management and plan of the destination, including fostering partnerships and promoting participatory platforms to create a collective vision, destination leaders have an opportunity to develop more strategic organizational offerings. Offerings can encompass the entire customer journey and maximize the visitor experience while benefiting local businesses and improving the quality of life of residents.

26 Organisation for Economic Co-operation and Development(2022), *OECD Tourism Trends and Policies 2022*, OECD Publishing, Paris, DOI: <https://doi.org/10.1787/a8dd3019-en>. Chapter 3, Box 3.14, provides information on promoting green behaviours through behavioural insights.



## 6

### Upskilling, reskilling and new skilling tourism actors, with a focus on youth, women, Indigenous Peoples and persons with disabilities, as well as MSMEs, to reduce inequalities, foster inclusion and social justice

To avoid further exacerbating present inequalities, bridge the gap between demand and supply, and address labour shortages, intentional upskilling, reskilling and new skilling, particularly for vulnerable groups (such as youth, women, Indigenous Peoples and persons with disabilities) can advance social justice and inclusion within tourism. Training with intention should occur among governments, private sector and local populations alike.

Through local and global initiatives, the tourism sector can lead at reducing inequality. Efforts to build expertise on digital and financial knowledge, tools and methodologies should be tailored to reduce gaps in gender, between developed and developing countries as well as between urban and rural areas. Focussing on skilling and building capacities in youth, women, MSMEs and digitally and financially illiterate populations can create new and stable tourism employment opportunities.

Furthermore, effective and inclusive skills and lifelong learning systems promote better responsiveness to current and future tourism labour market needs and serve as key enablers of human development, and support full, productive and freely chosen employment and decent work for all.<sup>27</sup> To promote a sustainable and inclusive sector and to ensure decent work opportunities for all in the tourism sector which responds to the changing requirements, tourism actors should also actively engage in diversified skills development, certification, technical and vocational education and training (TVET) systems, schemes to encourage workers to get trained, as well as employers to get workers trained, and lifelong learning policies, programmes and strategies, including through social dialogue and partnerships across the education and training sectors. Targeted actions will enhance productivity, facilitate job creation and retention, promote innovation and entrepreneurship, attract new workers, foster inclusion, develop careers, and respond to the tourism labour market requirements at all levels, addressing skills shortages and mismatches, and gender-based occupational segregation.

27 International Labour Organization (ILO): *Decent work* sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for all, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.

## 7 Strengthening measurement, monitoring and reporting to better understand and manage the impact and interdependences of tourism in its three dimensions – economic, social and environmental

The development of methodological frameworks to guide the production of more comparable and reliable data to evaluate and benchmark the impact of the tourism sector in all its dimensions is ever more relevant at the international, national and subnational levels. In this sense, the international Statistical Framework for Measuring the Sustainability of Tourism<sup>28</sup> will provide a common language to measure the role of tourism in sustainable development, thus providing a guiding light to support the credibility, comparability and outreach of various data and monitoring programmes pertaining to sustainable tourism. In addition, timely, granular and robust data is key for decision making<sup>29</sup> while data reporting and disclosure will provide the sector visibility on its commitment to sustainability. Raising consumers' awareness on the impact of tourism will in turn promote more responsible consumption. The same applies to the private sector, where companies are seeking to understand their impact better, adequately define their policies and strategies, and address increasing Environmental Social and Governance (ESG) reporting requirements.

28 World Tourism Organization (n.d.), 'Statistical Framework for Measuring the Sustainability of Tourism', UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [15-05-2023].

29 Organisation for Economic Co-operation and Development (2021), *G20 Rome guidelines for the future of tourism: OECD Report to G20 Tourism Working Group*, OECD Tourism Papers, No. 2021/03, OECD Publishing, Paris, DOI: <https://doi.org/10.1787/d11080db-en>.

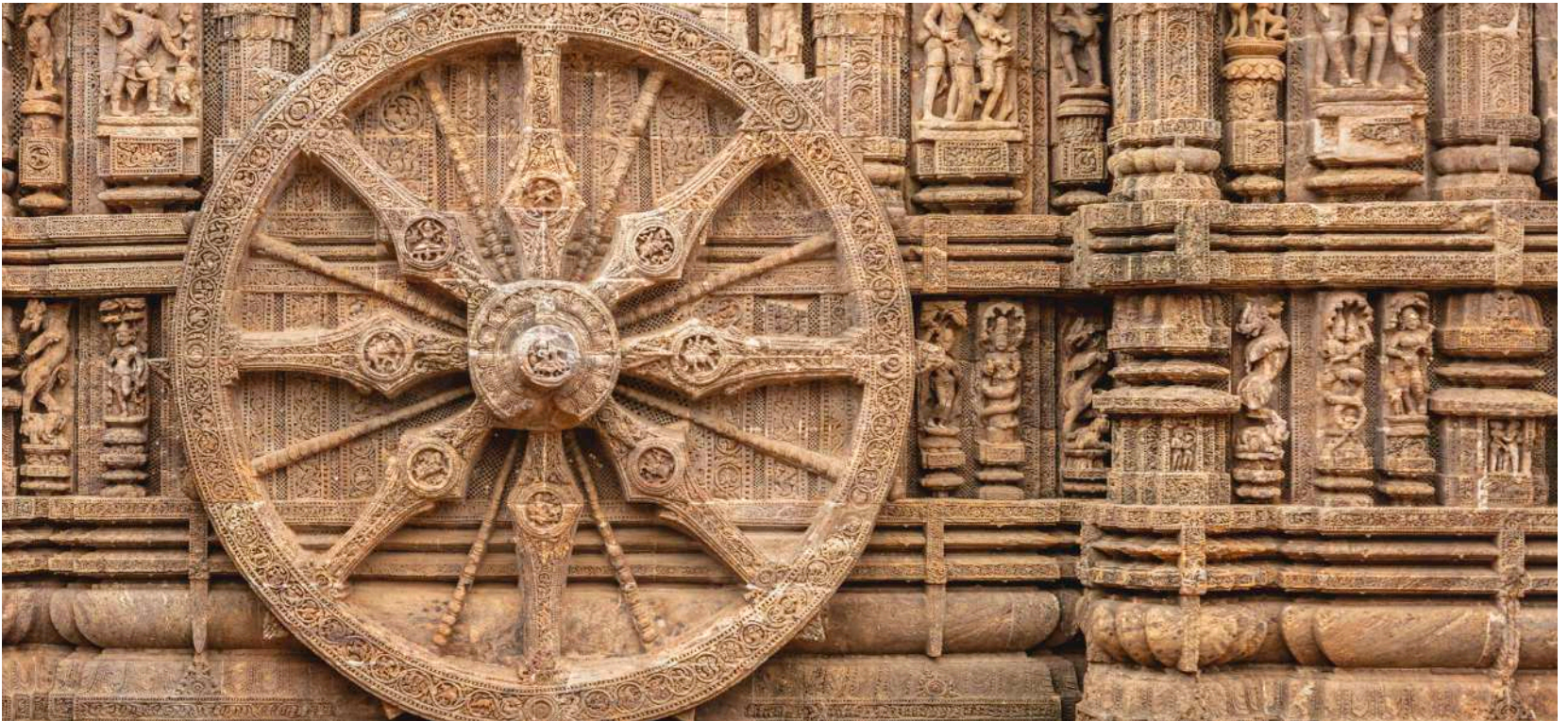


## 8 Consistent knowledge sharing between traditional and non-traditional actors to bridge knowledge gaps and accelerate progress within the sector

As tourism continues to evolve, remaining up-to-date on best practices is critical to ensure the sector can meet the diverse needs of visitors and local populations. Through a combination of intentional collaboration and knowledge sharing between traditional tourism actors such as governments, industry business owners, workers and academia recurring trends and common pitfalls can be identified to support the collective within the industry.

Involving non-traditional actors such as startups and actors outside the tourism sector such as health or mobility agencies and actors, can allow tourism leaders and practitioners to incorporate outside perspectives, strengths and lessons to accelerate progress, avoid unsuccessful initiatives, expand their skill set and stimulate innovation. To achieve these benefits, platforms and mechanisms that facilitate knowledge exchange practices between sectors are essential.





## 9

### Innovative approaches to meet the SDGs

To successfully reach the targets outlined in the SDGs, it is essential to incorporate open innovative approaches and mindsets. With only half of the 15-year timeline remaining to achieve the SDGs, innovation can provide a means to expand the portfolio of initiatives aimed at achieving the goals.

As global leaders embrace the journey of fostering innovation, it is crucial to avoid assuming that innovation should be futuristic and state-of-the-art, reliant on advanced technology, or entail entirely new ideas or initiatives only. In reality, innovation takes on diverse forms in different contexts, tailored to meet the distinct requirements of regions, countries, or local populations. Consequently, innovation cannot be approached with one-size-fits-all solutions, but rather demands localized efforts that facilitate bottom-up development within each sector.

## 10

### Long-term planning to foster tourism resilience

One of the most pressing lessons uncovered from the COVID-19 pandemic is the need for greater resilience planning within the tourism sector. Through resilience planning, sector workers, business leaders, local populations and visitors will be adequately informed and prepared to better navigate uncertain scenarios, from general economic fluctuations to health crises, natural and human-made crises.

Forward thinking and resilience planning should include not only global leaders but also the variety of local populations involved in tourism initiatives in a systemic approach. Proactive measures, created through participatory design methodologies with active multi-stakeholder collaboration and cross-sectoral collaboration involving representatives from governments, residents, employers and workers organizations can help to ensure that resilience planning takes into account a diverse array of perspectives to meet varying needs.



# 02 A ROADMAP FOR TOURISM TO PROGRESS THE SDGs

## Summary

The following section presents opportunities for furthering SDGs progress through tourism. The opportunities, objectives and recommended actions presented are informed by the survey responses from the G20 Tourism Working Group.<sup>30</sup>

## How to read the Roadmap

The Roadmap is developed around the five priority areas of the Presidency. Each of the five areas includes a list of opportunities, associated objectives, recommended actions as well as their connection with the SDGs. We recognize that this Roadmap is voluntary and takes into account national circumstances, needs and priorities.

## Key words

Sustainable Development Goals (SDGs) // Green tourism // Digitalization // Skills // Tourism MSMEs // Destination management

## Key messages

- Following a systemic, voluntary set of tourism development recommendations and actions can further SDGs progress through tourism
- Tourism development recommendations can and should be taken in unique combinations based on country circumstances, needs, goals and priorities.

<sup>30</sup> Answers to the survey were received from 26 out of 29 G20 members and guest countries.



# PRIORITY AREA 1

## GREEN TOURISM

The urgent interconnected challenges – climate change, pollution, biodiversity loss, desertification, deforestation, as well as land and ocean degradation – are affecting the well-being and survival of millions of people around the world.<sup>31</sup>

Climate action failure is ranked as the top global threat in the 2022 World Economic Forum Global Risks Report,<sup>32</sup> which includes threats from extreme weather and biodiversity loss. Climate change is rapidly worsening worldwide, with its effects felt in extreme weather patterns disproportionately impacting developing countries. The Intergovernmental Panel on Climate Change (IPCC) 2023 synthesis report reveals that the timeframe to limit global temperature rises to 1.5 °C and 2 °C above pre-industrial levels is quickly running out.<sup>33</sup>

Addressing climate change should be front and centre in the tourism sector – as an overarching priority which interlinks with all other areas of tourism policy. The goal is to achieve sustainable tourism along the entire tourism value chain.

Single-use, non-recyclable plastics used in the sector are often littered in natural land and marine environments, harming the health of animals, humans and ecosystems.<sup>34</sup> Food loss and waste contributes to around 8%–10% of global emissions and poses a significant challenge

throughout the value chain, including in tourism.<sup>35</sup> Finally, the tourism sector itself is dependent on a healthy environment as a destination offer. These trends show the impact of tourism on the environment; however, climate action and the transitions towards sustainable tourism can help bring environmental regeneration.

Environmental sustainability in tourism aims to have a low impact on the environment and local culture, while helping to generate income, employment and the conservation of local ecosystems by:

- Intentionally preserving wildlife and ecosystems through the sustainable management of land and sea use and protecting natural ecosystems from non-native species and degradation;
- Creating sustainable infrastructures;
- Supporting regenerative practices<sup>36</sup> in growing and sustaining natural spaces;
- Moving towards circular approaches to mitigate waste in tourism value chains and;
- Involving and promoting responsible tourists as key stakeholders in tourism value chains.

31 United Nations (2022), 'Ambitious Action Key to Resolving Triple Planetary Crisis of Climate Disruption, Nature Loss, Pollution, Secretary-General Says in Message for International Mother Earth Day', press release, SG/SM/21243, published 21 April 2022, online available at: <https://press.un.org/en/2022/sgsm21243.doc.htm> [04-06-2023].

32 World Economic Forum (2022), *The Global Risks Report 2022, 17th Edition*, World Economic Forum, Geneva, online available at: <https://www.weforum.org> [15-05-2023].

33 Intergovernmental Panel on Climate Change (2023), *IPCC Sixth Assessment Cycle Report*, IPCC, online available at: <https://www.ipcc.ch/report/ar6/syr/> [26-04-2023].

34 Global Tourism Plastics Initiative (2021), *Addressing pollution from single-use plastic products: A Life Cycle Approach – Key messages for tourism businesses*, UNEP, UNWTO and Ellen MacArthur Foundation, online available at: [www.unwto.org](http://www.unwto.org) [15-05-2023].

35 World Tourism Organization (n.d.), 'Global Roadmap for food waste reduction in the tourism sector', UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [26-04-2023].

36 World Travel & Tourism Council (2022), *Nature Positive Travel & Tourism: Travelling in Harmony with Nature*, WTTC, London, p. 15, online available at: <https://wtcc.org> [15-05-2023].



### BOX 2.1 INVESTING IN GREEN TOURISM

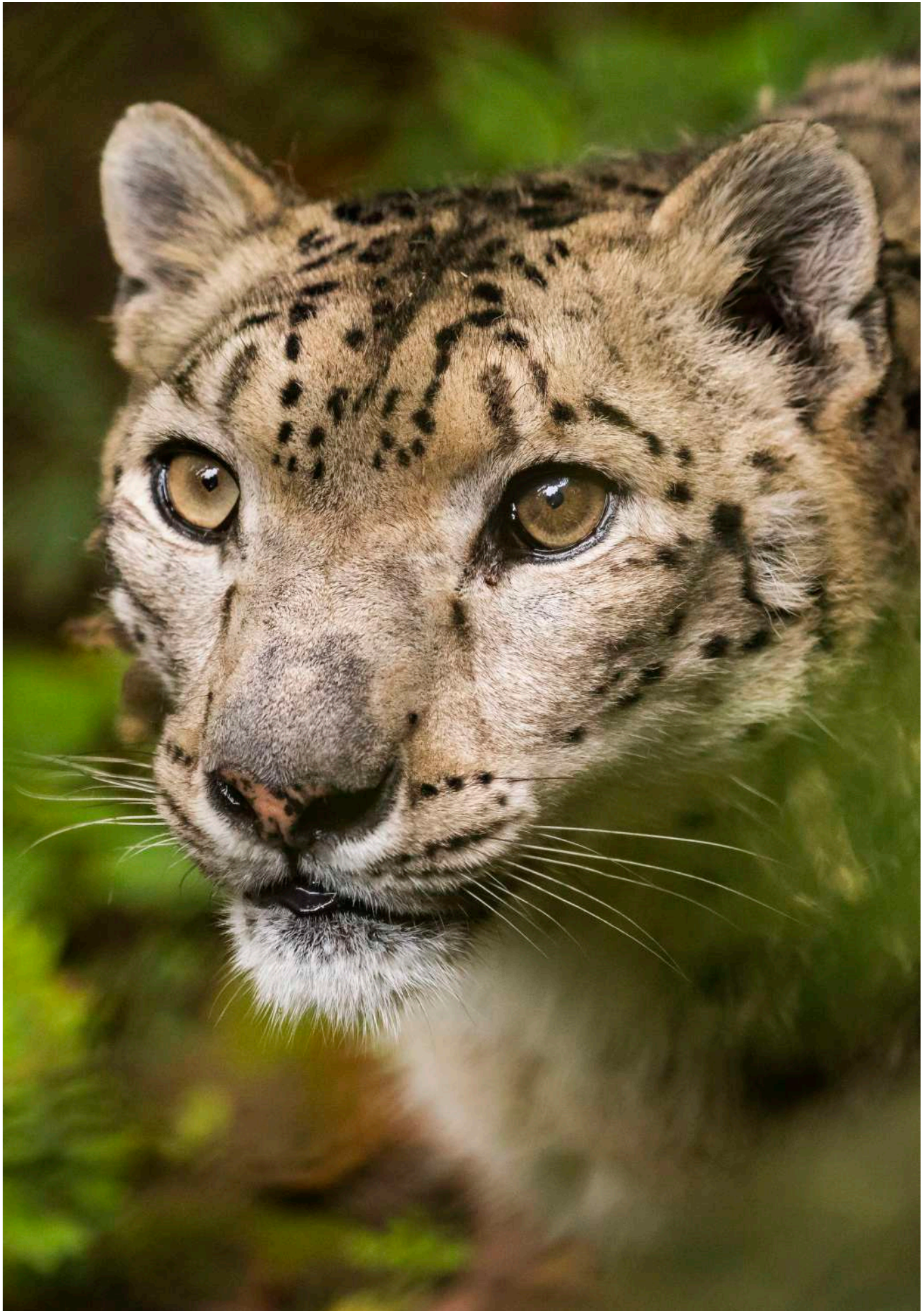
- The United Nations Environment Programme (UNEP) found that for every US dollar spent on nature restoration, one can expect at least USD 9 of economic benefits.<sup>a</sup>
- The investment opportunity for property infrastructure on hotels and restaurants amounts to USD 1,509.4 billion and the investment opportunity for property infrastructure in transport amounts to USD 57.8 billion.<sup>b</sup>
- The green buildings sector represents a USD 24.7 trillion investment opportunity by 2030 across all emerging market cities with a population of more than half a million people.<sup>c</sup>

Sources:

- a) World Travel & Tourism Council (2022), *Nature Positive Travel & Tourism: Travelling in Harmony with Nature*, WTTC, London, p. 15, online available at: <https://wttc.org> [15-05-2023].  
United Nations Environment Programme (n.d.), 'Beyond GDP: making nature count in the shift to sustainability', UNEP, Nairobi, online available at: <https://www.unep.org/news-and-stories/story/beyond-gdp-making-nature-count-shift-sustainability> [04-06-2023].
- b) International Finance Corporation (2018), *Climate Investment Opportunities in Cities*, ICF, Washington
- c) Ibid.

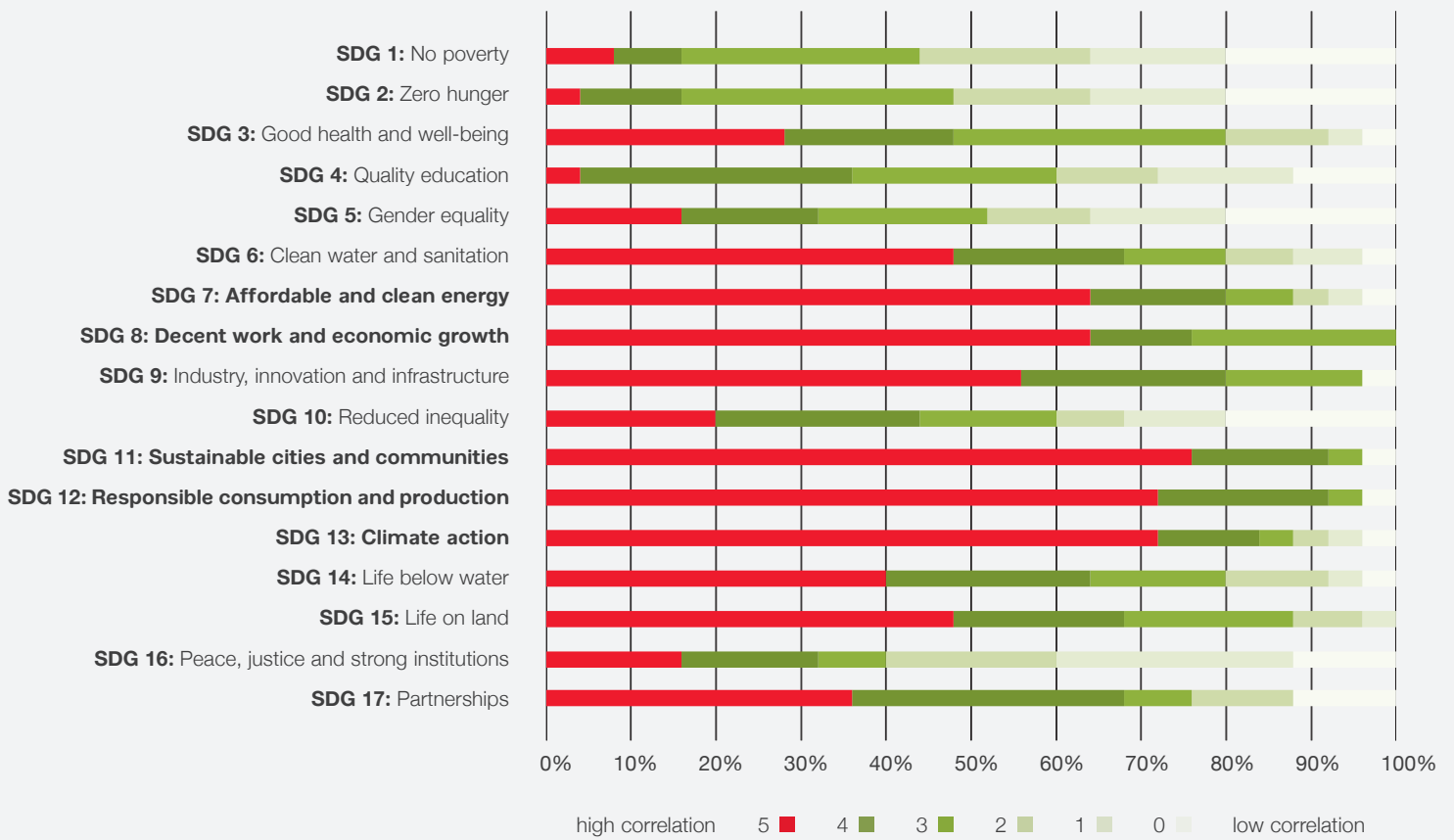
Given tourism's interdependency with nature and the environment, making it more sustainable is urgent. Making the tourism sector more sustainable will enhance the ability to manage natural resources sustainably, increase energy efficiency, support conservation and biodiversity, and reduce waste. This will involve large-scale investments in new technologies, equipment, buildings and infrastructure and have significant impacts on the world of work. Major opportunities will arise for job creation and skills development in the sector, improvements in job quality and incomes, as well as advances in equity and social inclusion. Demand for sustainable and responsible production and consumption of tourism offerings can also be stimulated by dedicated awareness campaigns aimed at nudging visitors' behaviour towards more responsible consumption.<sup>37</sup>

37 Organisation for Economic Co-operation and Development(2022), *OECD Tourism Trends and Policies 2022*, OECD Publishing, Paris, DOI: <https://doi.org/10.1787/a8dd3019-en>. Chapter 3, Box 3.14 provides information on promoting green behaviours through behavioural insights.



**Figure 2.1:** Correlation between green tourism and each Sustainable Development Goal, 2023 (%)

**GREEN TOURISM  
CAN CONTRIBUTE THE MOST TO SDGs 7, 8, 11, 12 AND 13,  
AS IDENTIFIED BY G20 AND GUEST COUNTRIES WITHIN THE 2023 SURVEY**



Note: n=26

Source: G20 Tourism Working Group survey response to the question: "Indicate the correlation your country makes between priority area 1 and each SDG by applying a score from 0–5 (0 = no correlation; 5 = high correlation)."



Environmental sustainability in tourism prioritizes people and environmental protection, preservation and regeneration. It requires environmental action on both terrestrial and ocean ecosystems. However, addressing the environmental impact of the sector and advancing sustainability requires an inclusive systemic approach<sup>38</sup> by national and local governments, the private sector, academia, media and visitors that recognize tourism's interconnected impacts of tourism on nature, local populations and economic development.

The following boxes are examples of voluntary initiatives advancing sustainability in tourism at the global level.

### BOX 2.2 THE GLASGOW DECLARATION FOR CLIMATE ACTION IN TOURISM

The Glasgow Declaration for Climate Action in Tourism sets a framework based on five pathways and can be used to accelerate the implementation of **priority area 1 – Green tourism** according to each country's unique national circumstances, needs and priorities.

**1. Measure:** Measure and disclose all tourism-related emissions. Ensure methodologies and tools align with relevant United Nations Framework Convention on Climate Change (UNFCCC) guidelines on emissions measurements, reporting and verification, and that they are transparent and accessible.

**2. Decarbonize:** Set and deliver targets aligned with climate science to accelerate tourism's decarbonization in such areas as transport, infrastructure, accommodation, activities, food and drinks and waste management. While offsetting may have a subsidiary role, it must complement real reductions.

**3. Regenerate:** Restore and protect ecosystems, supporting nature's ability to draw down carbon, as well as safeguarding biodiversity, food security and water supply. As much of tourism occurs in regions most immediately vulnerable to the impacts of climate change, ensure the sector can support affected and at risk communities in resilience building, adaptation and disaster response. Help visitors and host communities experience a better balance with nature.

**4. Collaborate:** Share evidence of risks and solutions with all stakeholders and guests and work together to ensure plans are as effective and coordinated as possible. Strengthen governance and capacity for action at all levels, including national and subnational authorities, civil society, large companies and SMEs, vulnerable groups (such as youth, women, Indigenous Peoples and persons with disabilities), local communities and visitors.

**5. Finance:** Ensure organizational resources and capacity are sufficient to meet objectives set out in climate plans, including the financing, training, research and implementation of effective fiscal and policy tools.

Source:  
World Tourism Organization (2021), 'The Glasgow Declaration on Climate Action in Tourism', UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [15-05-2023].

38 World Tourism Organization (2018), *Tourism for Development – Volume I: Key Areas for Action*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284419722>

### BOX 2.3 THE GLOBAL TOURISM PLASTICS INITIATIVE

The Global Tourism Plastics Initiative unites the tourism sector behind a common vision to address the root causes of plastic pollution. It enables businesses, governments and other tourism stakeholders to lead by example in the shift towards a circular economy of plastics. For actionable resource guides on how to reduce waste usage, review the UNWTO Global Tourism Plastics [resource repository](#).

Signatories of the Global Tourism Plastics Initiative commit to the following by 2025:

1. Eliminate problematic or unnecessary plastic packaging and items
2. Take action to move from single use to reuse models or reusable alternatives;
3. (Engage the value chain to) move towards 100% of plastic packaging to be reusable, recyclable, or compostable;
4. Take action to increase the amount of recycled content across all plastic packaging and items used;
5. Collaborate and invest to increase the recycling and composting rates for plastics; and
6. Report publicly and annually on progress made towards these targets.

Source: World Tourism Organization (n.d.), 'Global Tourism Plastics Initiative', UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [15-05-2023].

To help achieve the SDGs, the tourism sector can focus on:

- Reducing emissions: **SDGs 7, 11 and 13;**
- Managing environmental infrastructure and resources: **SDGs 11, 12, 13, 14 and 15;**
- Supporting land, people and local populations: **SDGs 5, 6, 7, 9, 11 and 12;**
- Developing sustainable and inclusive economies through innovation: **SDGs 1, 4, 8 and 10;**
- Promoting tourist-led actions for responsible consumption in line with Travel for LiFE: **SDGs 3, 6, 7, 9, 11, 12, 13, 14, 15 and 17.**

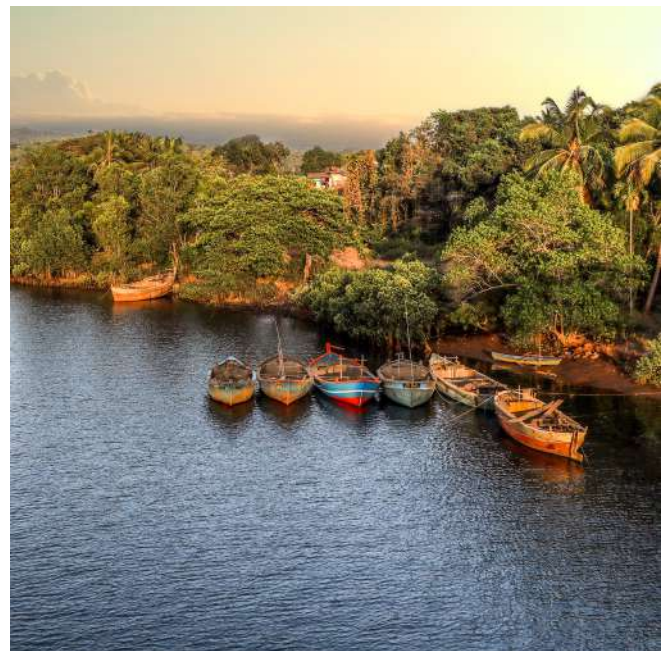


Figure 2.2: Green tourism: key challenges and opportunities

## PRIORITY AREA 1: GREEN TOURISM

Greening of tourism sector for a sustainable, responsible and resilient tourism sector



(High correlation SDGs as per survey.)

CHALLENGES	OPPORTUNITIES	OBJECTIVES
Transitioning to sustainable infrastructure and operations	<b>Opportunity 1.1</b> Sustainable infrastructure and resource management	1.1.1 Prioritize energy efficient infrastructure and operations
Supporting biodiversity conservation		1.1.2 Facilitate efficient resource management
Protecting, empowering and engaging local populations		1.1.3 Integrate circular approaches in the tourism value chain
Measuring better to manage better		1.1.4 Reduce and eliminate pollution levels
Advancing citizen action for sustainable tourism	<b>Opportunity 1.2</b> Supporting land, people and local populations	1.2.1 Support Indigenous Peoples and local populations land stewardship
		1.2.2 Prioritize the inclusion of local populations
		1.2.3 Invest in regenerative tourism solutions
	<b>Opportunity 1.3</b> Developing sustainable, equitable and inclusive economies through data and innovation	1.3.1 Invest in sustainability
		1.3.2 Consider inclusive innovative finance models aligned with the UNFCCC provisions and principles
		1.3.3 Consider advancing integrated measurement systems based on the Statistical Framework for Measuring the Sustainability of Tourism (SF-MST)
		1.3.4 Leverage storytelling and data
	<b>Opportunity 1.4</b> Promoting visitors'-led actions for responsible consumption	1.4.1 Actions to save energy and promote low emissions energy options
		1.4.2 Actions to conserve and save water
		1.4.3 Actions to reduce, reuse and recycle
		1.4.4 Actions to preserve natural habitat and protect biodiversity
		1.4.5 Prefer responsible and sustainable certified tourism service providers



# ROADMAP FOR PRIORITY 1: GREEN TOURISM

**OPPORTUNITY 1.1:  
SUSTAINABLE INFRASTRUCTURE AND RESOURCE MANAGEMENT**

**OBJECTIVE 1.1.1:**

**Prioritize energy efficient infrastructure<sup>39</sup> and operations** to assist the sustainable transitions



**RECOMMENDED ACTIONS:**

1. Consider a transition to energy efficient infrastructure as a key national priority.<sup>40</sup>
2. Consider innovative technologies and support local, regional and national efforts to reimagine sustainable infrastructure.
3. Promote sustainable infrastructure in the hotel sector by increasing related standards, certifications, frameworks, investment and financing mechanisms.
4. Innovate infrastructure and promote all clean and sustainable energy sources .

<sup>39</sup> World Tourism Organization and United Nations Development Programme (2017), *Tourism and the Sustainable Development Goals – Journey to 2030*, Highlights, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284419340>

<sup>40</sup> World Tourism Organization (2021), 'The Glasgow Declaration on Climate Action in Tourism', UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [24-04-2023]

**OBJECTIVE 1.1.2:**

**Facilitate efficient resource management<sup>41</sup>** including land and water usage



**RECOMMENDED ACTIONS:**

1. Manage and track effective water consumption and wastewater use by tourism businesses, developments and destinations, especially in areas of water scarcity.
2. Use impact evaluations to monitor resource uses that harms local populations.
3. Incentivise resource protection initiatives, including water conservation devices in all tourism facilities.

<sup>41</sup> World Tourism Organization (2021), 'The Glasgow Declaration on Climate Action in Tourism', UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [24-04-2023]

**OBJECTIVE 1.1.3:**

**Integrate circular approaches** in the tourism value chain to reduce food waste, economic leakages and pollution

**RECOMMENDED ACTIONS:**

1. Improve recyclability and recycled content of plastics when those are used.
2. Incentivize the transition towards circular approaches in the private sector (i.e., tax benefits).
3. Implement circular approaches such as reducing and reusing (user to user), repairing, refurbishing and remanufacturing (user to business) and recycling and repurposing (business to business).

**OBJECTIVE 1.1.4:**

**Reduce and eliminate pollution levels<sup>42</sup>** to minimize harmful impacts on local populations and the environment

**RECOMMENDED ACTIONS:**

1. Work towards reducing emissions.
2. Engage local populations and visitors in the design and implementation of projects to reduce waste pollution and GHG emissions.
3. Promote waste segregation techniques to encourage upcycling and recycling and other reuse models.

42 World Tourism Organization (2018), *Tourism for Development – Volume I: Key Areas for Action*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284419722>

**OPPORTUNITY 1.2:  
SUPPORTING LAND, PEOPLE AND LOCAL POPULATIONS**

**OBJECTIVE 1.2.1:**

**Support Indigenous Peoples and local populations land stewardship<sup>43</sup> to promote effective biodiversity and safeguard local cultures**



**RECOMMENDED ACTIONS:**

1. Consider multi-party governance models and public movements with Indigenous Peoples and local populations where key stakeholders can establish mutual agreement and ethical guidelines focussed on the protection of natural and cultural resources.<sup>44</sup>
2. Develop governance mechanisms in indigenous tourism through collaboration between Indigenous Peoples, policymakers and other tourism sector stakeholders.<sup>45</sup>
3. Promote indigenous and community social enterprises, cooperatives and trusts through robust investment and financial schemes supporting indigenous ventures.<sup>46</sup>
4. Promote Indigenous Peoples’ rights as integral to an inclusive and sustainable development and recovery of the tourism sector.<sup>47</sup>

43 World Tourism Organization (2021), *UNWTO Inclusive Recovery Guide – Sociocultural Impacts of Covid-19, Issue 2: Cultural Tourism*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422579>

44 World Tourism Organization and World Indigenous Tourism Alliance (2023), *Compendium of Good Practices in Indigenous Tourism – Regional Focus on the Americas*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284424184>

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

46 World Tourism Organization and World Indigenous Tourism Alliance (2023), *Compendium of Good Practices in Indigenous Tourism – Regional Focus on the Americas*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284424184>

47 International Labour Organization (1989), 'Indigenous and Tribal Peoples Convention, 1989 (No. 169)', ILO, online available at: [https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_ILO\\_CODE:C169](https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C169) [26-04-2023]



**OBJECTIVE 1.2.2:**

**Prioritize the inclusion of local populations<sup>48</sup> and encourage preservation of land and ocean biodiversity.**

**RECOMMENDED ACTIONS:**

1. Prioritize ecosystem conservation and regeneration to support people, wildlife and ecosystems.<sup>49</sup>
2. Ensure future developments are land and local populations' sensitive, including environmentally friendly design.<sup>50</sup>
3. Establish platforms for actors within the sector to share learnings and best practices to create a culture of collaboration to reach sustainability goals.<sup>51</sup>
4. Engage in effective social dialogue, towards a human-centred, inclusive, sustainable and resilient recovery of the tourism sector.<sup>52</sup>

48 Organisation for Economic Co-operation and Development (2021), *G20 Rome guidelines for the future of tourism: OECD Report to G20 Tourism Working Group*, OECD Tourism Papers, No. 2021/03, OECD Publishing, Paris, DOI: <https://doi.org/10.1787/d11080db-en>.

49 World Tourism Organization (2021), *Recommendations for the Transition to a Green Travel and Tourism Economy*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422814>

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

51 World Tourism Organization (2021), *UNWTO Inclusive Recovery Guide – Sociocultural Impacts of Covid-19, Issue 4: Indigenous Communities*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422852>.

52 International Labour Organization (2022), 'Technical meeting on COVID-19 and sustainable recovery in the tourism sector', TMSRTS/2022/8, meeting held on 25–29 April 2022, ILO, Geneva, p. 3, online available at: [www.ilo.org](http://www.ilo.org) [17-05-2023]

**OBJECTIVE 1.2.3:**

**Invest in regenerative tourism solutions to sustain local biodiversity and conservation**

**RECOMMENDED ACTIONS:**

1. Demonstrate the value of conservation through tourism by collecting and communicating data, stories and tourist experiences at various ecosystems including marine and terrestrial ecosystems, and protected areas.<sup>53</sup>
2. Consider investing in nature-based solutions that mitigate the environmental impacts, result in better management of scarce natural resources, foster disaster resilience both in urban and natural environments, and manage ecosystems in ways that address societal challenges effectively and adaptively, to provide both human well-being and biodiversity benefits, contribute to nature-based solutions for CO<sub>2</sub>, barrier zones from natural disasters, and zones integral to supporting biodiversity.<sup>54</sup>

53 One Planet Sustainable Tourism Programme (2020), *One Planet Vision for a Responsible Recovery of the Tourism Sector*, UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [17-05-2023].

54 Ibid.

**OPPORTUNITY 1.3:  
DEVELOPING SUSTAINABLE, EQUITABLE AND INCLUSIVE  
ECONOMIES THROUGH DATA AND INNOVATION**

**OBJECTIVE 1.3.1:**

Invest in sustainability to support inclusive development



**RECOMMENDED ACTIONS:**

1. Prioritize the creation of sustainable tourism jobs that help promote and restore ecosystems and biodiversity, reduce energy consumption and minimize the generation of waste and pollution.
2. Focus on supporting innovation and digital solutions to lower GHG emissions while investing in economic transitions that support sustainable livelihoods.<sup>55</sup>
3. Invest in the research and development of sustainable and low emissions technologies and supply chains.<sup>56</sup>

55 World Tourism Organization and United Nations Development Programme (2017), *Tourism and the Sustainable Development Goals – Journey to 2030, Highlights*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284419340>.

56 Ibid.

**OBJECTIVE 1.3.2:**

Consider inclusive innovative finance models aligned with the UNFCCC provisions and principles to lower risk while maximising investment in sustainability initiatives



**RECOMMENDED ACTIONS**

1. Target investments into research and development in sustainable technologies.<sup>57</sup>
2. Support tourism businesses to explore technologies to build their competitive advantage while supporting sustainable tourism.<sup>58</sup>

57 Ibid.

58 World Tourism Organization (2021), *Recommendations for the Transition to a Green Travel and Tourism Economy*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422814>



### OBJECTIVE 1.3.3:

Consider advancing integrated measurement systems based on the **Statistical Framework for Measuring the Sustainability of Tourism (SF-MST)** for more comparable and reliable data on tourism's economic, social and environmental impacts and dependencies



### RECOMMENDED ACTIONS:

1. Encourage progress on the Statistical Framework for Measuring the Sustainability of Tourism (MST) to support data initiatives at international, national and subnational levels.
2. Encourage the finalization of the Statistical Framework or Measuring the Sustainability of Tourism (SF-MST) within the UN Statistical Commission
3. Invest in capacity building, including important institutional arrangements like enhancing the collaboration among agencies.

### OBJECTIVE 1.3.4:

Leverage **storytelling and data** to promote meaningful steps toward climate action.



### RECOMMENDED ACTIONS:

1. Promote the benefits of measuring greenhouse gas (GHG) emissions from an economic, environmental and social perspective to tourism stakeholders.<sup>59</sup>
2. Develop collaboration and ecosystems for relevant data collection by incentivising large companies to partner with MSMEs for widespread data collection activities.<sup>60</sup>
3. Promote adaptation measures that protect the most vulnerable through a bottom-up relevant data collection process, prioritizing simple measurement methodologies that all stakeholders, including resource constrained MSMEs, can refer to.<sup>61</sup>

59 World Tourism Organization (2023), *Climate Action in the Tourism Sector – An overview of methodologies and tools to measure greenhouse gas emissions*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284423927>.

60 Ibid.

61 Netherlands Board of Tourism & Conventions (2022), *Netherlands – The Road to Climate-Neutral Tourism*, online available at: <https://www.nbtc.nl/en/> [17-05-2023].





**OPPORTUNITY 1.4:  
PROMOTING VISITORS’-LED ACTIONS FOR RESPONSIBLE CONSUMPTION**

**OBJECTIVE 1.4.1:**

**Actions to save energy and promote low emissions energy options**



**RECOMMENDED ACTIONS:**

1. Encourage demand for low GHG emissions modes of transportation.
2. Promote and encourage demand for energy saving appliances.
3. Encourage transition to consuming low emissions sourced tourism services

**OBJECTIVE 1.4.2:**

**Actions to conserve and save water**



**RECOMMENDED ACTIONS:**

1. Encourage and promote techniques to reduce water consumption.
2. Launch and promote public movements for water conservation.
3. Promote and encourage developing policies and strategies that support the active engagement of local populations in the management and conservation of biodiversity (such as the Community-Based Natural Resource Management).

**OBJECTIVE 1.4.3:**

**Actions to reduce, reuse and recycle**



**RECOMMENDED ACTIONS:**

1. Promote reusable and recyclable products and amenities.
2. Encourage transition to using biodegradable tourism products and amenities.
3. Promote waste segregation techniques to encourage upcycling and recycling



**OBJECTIVE 1.4.4:**

**Actions to preserve natural habitat and protect biodiversity**



**RECOMMENDED ACTIONS:**

1. Promote standard procedures to visit natural habitats protecting wildlife.
2. Launch and promote public movements to protect natural resources.

**OBJECTIVE 1.4.5:**

**Prefer responsible and sustainable certified tourism service providers**



**RECOMMENDED ACTIONS:**

- Promote demand for sustainable certified tourism services.

## PRIORITY AREA 2 DIGITALIZATION

As digital transformation accelerates, its influence on all sectors continues to rise due to its significant benefits, including enhancing connectivity, fostering financial inclusion and expanding access to trade and public services. This trend holds true also for the tourism sector. Paying greater attention to digitalization is key if the sector is to maintain its competitiveness and meet the expectations of the new and dynamic consumers.

There is thus a growing demand for digitalization along the tourism value chain and the visitors' journey, from smart travel facilitation to smart destination management. Smart travel facilitation refers to a discursive model that includes digital "smart visas, borders, security processes and infrastructure."<sup>62</sup> Smart destinations refers to the process by which destinations leverage "technology, sustainability, accessibility and inclusivity along the entire tourism cycle: before, during and after a trip."<sup>63</sup> Digitalization can catalyse new and better experiences for visitors, develop new roles in the tourism sector and expand accessibility offerings for those who have a disability<sup>64</sup> or develop specific access requirements throughout their lives. Furthermore, digital technologies can enable circular approaches.

Technology use in the sector will grow to include location-based services, artificial intelligence (AI), augmented and virtual reality and blockchain technology. Destinations, businesses and the wider tourism sector should leverage these new technologies to remain competitive and gain

increased potential for innovation, productivity and value creation. Applying an open innovation approach that drives knowledge and funding opportunities to tourism innovation and entrepreneurship ecosystem stakeholders (governments, corporations, investors, academia, incubators, accelerators, innovation hubs and entrepreneurs) can accelerate technology implementation and tangible results for local contexts. Given the related effects of digitalization several sectors strengthening its role should be established within a general economic policy framework, in line with the national development strategies.

Digitalization also plays a key role in making progress within the other priority areas. Embracing digitalization will catalyze the abilities of MSMEs to build resilience by adapting to current business trends.<sup>65</sup> It will also provide opportunities and develop strategies to retain and upskill human capital, noting that technological change, as a driver of productivity is intrinsically connected to investments in human capital (in particular, skills and education).<sup>66</sup>

Yet, as the sector adopts new forms of technology, it should make certain that digitalization does not exacerbate existing inequalities in line with their national development strategies and that the challenges of regulation in digital technologies in tourism are addressed. Today, 46% of the world's population does not have access to Internet<sup>67</sup>, which is primarily attributable

62 World Tourism Organization (n.d.), 'Digital Transformation', UNWTO, online available at: [www.unwto.org](http://www.unwto.org) [25-04-2023].

63 Ibid.

64 According to the Convention on the Rights of Persons with Disabilities persons with disabilities include those who have "[...] physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others".

65 World Tourism Organization (n.d.), 'UNWTO Digital Futures Programme for Small and Medium-sized Enterprise (SMES)', UNWTO, online available at: <https://www.unwto.org/digitalfutures> [25-04-2023]

66 International Labour Organization (2023), World Employment and Social Outlook Trends 2023, ILO, Geneva, online available at: [https://www.ilo.org/global/research/global-reports/weso/WCMS\\_865332/lang--en/index.htm](https://www.ilo.org/global/research/global-reports/weso/WCMS_865332/lang--en/index.htm) [30-05-2023]

67 World Tourism Organization (2021), *UNWTO Inclusive Recovery Guide – Sociocultural Impacts of Covid-19, Issue 2: Cultural Tourism*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422579>



to limited infrastructure in less developed countries and rural areas. The gender digital divide also continues to prevent the benefits of digitalization from being felt by all, with women less likely to have access to the Internet in a majority of world regions and a sharper gender-divide amongst persons with low and low-middle income.<sup>68</sup> Uneven digital access poses risks by limiting access of residents to critical resources like remote learning, e-government services, paperless and online shopping.<sup>69</sup> While advancing digitalization, tourism leaders should work towards making digital transformation inclusive, placing people at its heart and leaving no one behind, namely by bridging the gap for vulnerable groups, such as women, youth, Indigenous Peoples and persons with disabilities, as well as older persons. This can be achieved by promoting equitable access to digital tools and infrastructure as well as supporting training programmes for MSMEs, particularly in rural populations, vulnerable groups, such as women, youth, Indigenous Peoples and persons with disabilities, as well as older persons.

Digitalization also plays a key role in travel safety and security as well as crisis management. Secure and reliable digital payments and travel procedures will boost ease and safety of travel while digital tools need to be leveraged for crisis preparedness and management.

At the same time, public and private sectors, including employers' and workers' representatives, should work to identify the necessary digital tools and solutions to monitor the economic, social and environmental impact of the sector as well as of sustainability initiatives.

To help achieving the SDGs, the tourism sector can focus on the following:

- Expanding digitalization end to end throughout the visitor journey to advance **SDGs 9 and 10**; and
- Developing policies and regulations for tourism digitalization to progress **SDGs 8 and 10**.

#### BOX 2.4 WORLD TOURISM ORGANIZATION DIGITAL FUTURES PROGRAMME FOR SMES

SMEs interested in expanding their digital skills sets can participate in UNWTO Digital Futures path programmes. This programme enables SMEs to lean into digitalization as a method to become more competitive in their respective tourism destinations. Diagnostic tools and digital paths made available online make it easy for SMEs to engage with to further develop their businesses. The digital paths were curated based on impact assessments of adoption of digital and disruptive technologies in SMEs during the COVID-19 crisis, market trends, and different reports from UNWTO, and other organizations that identified digital fluency, skills shortages and needs across different tourism sub sectors. These digital paths offer top practical tools provided by top tech companies. The content and tools are structured in five dimensions, which allows SMEs to identify their main needs and tailor a digital path determined by a Digital Readiness Tool and accelerate their digital transformation.

68 International Telecommunication Union (n.d.), *The gender digital divide*, ITU, online available at: <https://www.itu.int/itu-d/reports/statistics/2022/11/24/ff22-the-gender-digital-divide/> [26-04-2023]

69 International Telecommunication Union (2021), *Connectivity in the Least Developed Countries: Status report 2021*, ITU, Geneva, online available at: <https://www.itu.int/en/Pages/default.aspx> [26-04-2023].

Source: World Tourism Organization (n.d.), 'UNWTO Digital Futures Programme for Small and Medium-sized Enterprise (SMES)', UNWTO, online available at: <https://www.unwto.org/digitalfutures> [25-04-2023]

**Figure 2.3:** Correlation between digitalization and each Sustainable Development Goal, 2023 (%)

**DIGITALIZATION  
CAN CONTRIBUTE TO THE MOST TO PROGRESS SDGs 4, 8, 9, 11 AND 17,  
AS IDENTIFIED BY G20 AND GUEST COUNTRIES WITHIN THE 2023 SURVEY**



Note: n= 26

Source: G20 Tourism Working Group survey responses to the question: "Indicate the correlation your country makes between priority area 2 and each SDG by applying a score from 0–5 (0 = no correlation; 5 = high correlation)."

Figure 2.4: Digitalization: key challenges and opportunities

## PRIORITY AREA 2: DIGITALIZATION

Harnessing the power of digitalization to promote competitiveness in the tourism sector



(High correlation SDGs as per survey.)

CHALLENGES	OPPORTUNITIES	OBJECTIVES
Integrating digital from end to end in the travel journey	<b>Opportunity 2.1</b> Expanding digitalization throughout the visitor journey	2.1.1 Develop digital integration plans
Acting on the digital divide to ensure access to digital infrastructure		2.1.2 Integrate tourism digitalization efforts with efforts across other sectors
Promoting digital skills for the future		2.1.3 Leverage digital tools for data collection, analysis and reporting
Creating an enabling environment and adequate regulation	<b>Opportunity 2.2</b> Developing policies and regulations for tourism digitalization	2.2.1 Encourage appropriate visitor protection standards
Maximizing digitalization for data and monitoring		2.2.2 Explore regulations that support fair competition for tourism businesses
	<b>Opportunity 2.3</b> Developing dashboards to monitor actions under Travel for LiFE	2.3.1 Impact assessment for evaluating increased demand and supply for environmentally sustainable tourism services and products
		2.3.2 Impact assessment for evaluating increased demand and supply for locally-owned businesses



# ROADMAP FOR PRIORITY 2: DIGITALIZATION

## OPPORTUNITY 2.1: EXPANDING DIGITALIZATION THROUGHOUT THE VISITOR JOURNEY

### OBJECTIVE 2.1.1:

Develop digital integration plans that cater to visitors, tourism businesses and destination management needs to increase innovation and improve visitor experience



### RECOMMENDED ACTIONS:

1. Map and identify critical needs and opportunities for digitalization across the tourism value chain and the visitor journey.
2. Incorporate considerations of interoperability and consistency across digital solutions for a seamless end-to-end travel experience.
3. Prioritize training MSMEs in the use and benefits of digital tools.

### OBJECTIVE 2.1.2:

Integrate tourism digitalization efforts with efforts across other sectors to create an enabling environment for digital innovation



### RECOMMENDED ACTIONS:

1. Support digital infrastructure investment to make digital tools accessible to all, such as ensuring access to broadband.
2. Collaborate with other sectors to create inclusive digital data and skills tools to close the digital divide.
3. Develop digital tools with visitors as the end users in mind.
4. Work towards stronger linkages between the tourism infrastructure, policy and regulatory environments and invest in the sustainable economy, in digital infrastructure and digital skills.<sup>70</sup>

<sup>70</sup> International Labour Organization (2022), 'Technical meeting on COVID-19 and sustainable recovery in the tourism sector', TMSRTS/2022/8, meeting held on 25–29 April 2022, ILO, Geneva, online available at: [www.ilo.org](http://www.ilo.org) [17-05-2023].



### OBJECTIVE 2.1.3:

Leverage digital tools for data collection, analysis and reporting<sup>71</sup> to better monitoring and informing decision making and future innovation



### RECOMMENDED ACTIONS:

1. Prioritize ethical relevant data collection to improve data driven planning and management using digital tools.
2. Support tourism businesses in digitizing their relevant data collection practices.<sup>72</sup>
3. Use data on tourism experiences and integrate findings into the tourism value chain to promote inclusive tourism practices taking into account national priorities, needs and circumstances.<sup>73</sup>
4. Create dedicated websites to promote sustainable actions and services.
5. Create tools and dashboards to monitor sustainable tourism actions by travellers and businesses.

71 World Tourism Organization (2022), *G20 Bali Guidelines for Strengthening Communities and MSMEs as Tourism Transformation Agents – A People-centred Recovery*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284423828>

72 Organisation for Economic Co-operation and Development (2020), *Safe and seamless travel and improved traveller experience: OECD Report to G20 Tourism Working Group*, OECD Tourism Papers, No. 2020/02, OECD Publishing, Paris, DOI: <https://doi.org/10.1787/d717f6ea-en>.

73 World Tourism Organization (2021), *UNWTO Inclusive Recovery Guide – Sociocultural Impacts of Covid-19, Issue 4: Indigenous Communities*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422852>.



**OPPORTUNITY 2.2:  
DEVELOPING POLICIES AND REGULATIONS  
FOR TOURISM DIGITALIZATION**

**OBJECTIVE 2.2.1:**

Encourage appropriate visitor protection standards that promote data privacy and cybersecurity



**RECOMMENDED ACTIONS:**

1. Ensure data is collected and stored in ways that prioritize privacy for visitors.
2. Develop collaboration mechanisms between data protection authorities and sector-specific regulators to address cybersecurity concerns.<sup>74</sup>
3. Collaborate with international data protection bodies to develop interoperability of standards for visitors across borders.

**OBJECTIVE 2.2.2:**

Explore regulations that support fair competition for tourism businesses while promoting digital innovation



**RECOMMENDED ACTIONS:**

1. Collaborate with companies and MSMEs to develop clear regulation frameworks that support tourism innovation.
2. Generate flexible localized regulation standards to keep up with ever evolving digital technologies.
3. Communicate regulations clearly to tourism businesses to support innovation.

<sup>74</sup> The World Bank (2020), *Digital Regulation Handbook*, International Telecommunications Union and the World Bank, Geneva, online available at: [https://www.itu.int/dms\\_pub/itu-d/opb/pref/D-PREF-TRH.1-2020-PDF-E.pdf](https://www.itu.int/dms_pub/itu-d/opb/pref/D-PREF-TRH.1-2020-PDF-E.pdf) [26-04-2023]





**OPPORTUNITY 2.3:  
DEVELOPING DASHBOARDS TO MONITOR ACTIONS  
UNDER TRAVEL FOR LIFE**

**OBJECTIVE 2.3.1:**

Impact assessment for evaluating increased demand and supply for environmentally sustainable tourism services and products



**RECOMMENDED ACTIONS:**

1. Develop dedicated websites to promote environmentally friendly tourism actions.
2. Identify the necessary tools and solutions to monitor environmentally friendly tourism actions.

**OBJECTIVE 2.3.2:**

Impact assessment for evaluating increased demand and supply for locally owned businesses



**RECOMMENDED ACTIONS:**

1. Develop dedicated websites to promote tourism offerings based on local produce and traditional lifestyles.
2. Identify the necessary tools and solutions to monitor increased economic growth of local businesses.

## PRIORITY AREA 3 SKILLS



Taking a skills lens to tourism development can enable progress across all other priority areas and, vice versa, the approach to all other priority areas will impact skills. The development and advancement of skills is key for tourism to become a more attractive sector for global talent while inclusion through education and empowerment, particularly of youth and women, can significantly contribute to progress the SDGs.

Tourism directly impacts economic growth, with the sector providing millions of jobs worldwide and is an enabler to achieve the SDGs connected to vulnerable groups such as women, youth, Indigenous Peoples and persons with disabilities. Jobs in the sector ranges from high-to-low skilled opportunities. Given the diversity of jobs in the sector, tourism provides opportunities for people of different educational and experience to build and grow careers.

Tourism can foster economic development notably in rural areas where 83%<sup>75</sup> of the developing world's extreme poor live. Tourism can be a powerful vehicle for reducing poverty, empowering local populations and enabling inclusive, long-lasting, sustainable impact at all levels. It can provide opportunities for vulnerable groups (such as youth, women, Indigenous Peoples and persons with disabilities) and build a sense of pride by showcasing local cultures, know-how and traditions.

To reap the potential benefits of tourism, the sector should empower above mentioned groups by creating intentional and inclusive vocational training, upskilling, reskilling, new skilling and digital skilling and opportunities. Countries can also make tourism careers more formal in both vocational and managerial levels. In other words, "to create a roadmap for tourism education to promote responsible, resilient, sustainable and universally

75 United Nations Development Programme and Oxford Poverty and Human Development Initiative (2022), *2022 Global Multidimensional Poverty Index (MPI): Unpacking deprivation bundles to reduce multidimensional poverty*, UN, New York.



accessible tourism<sup>76</sup> as a catalyst for job creation and economic development.”<sup>77</sup> Such an effort might include making local residents aware of the sector’s importance to the economy and its potential for benefiting people, the planet and prosperity. A comprehensive approach to skills development should include increasing access to education, updating curricula, integrating tourism into uppersecondary schools, expanding quality assurance and connecting graduates with employment opportunities.<sup>78</sup>

Governments, in cooperation with employers’ and workers’ organizations, as well as educational institutions may foster the development of diversified skills to promote decent work opportunities for all in the tourism sector,

enabling it to better respond to the changing requirements and increase the attractiveness of the sector.<sup>79</sup>

To help achieve the SDGs, the tourism sector can focus on the following:

- Upskilling, reskilling and new skilling for resilient tourism to progress **SDGs 1, 4, 5 and 8**; and
- Increasing education for more abled accessible travel experiences<sup>80</sup> to advance **SDGs 4, 8 and 10**.

76 Please click here to download a series of UNWTO resources on Accessible Tourism: <https://www.unwto.org/accessibility>.

77 World Tourism Organization (2022), *UNWTO Tourism Education Guidelines*, UNWTO, Madrid, p. 2, DOI: <https://doi.org/10.18111/9789284423941>.

78 World Tourism Organization (2022), *UNWTO Tourism Education Guidelines*, UNWTO, Madrid, p. 2, DOI: <https://doi.org/10.18111/9789284423941>.

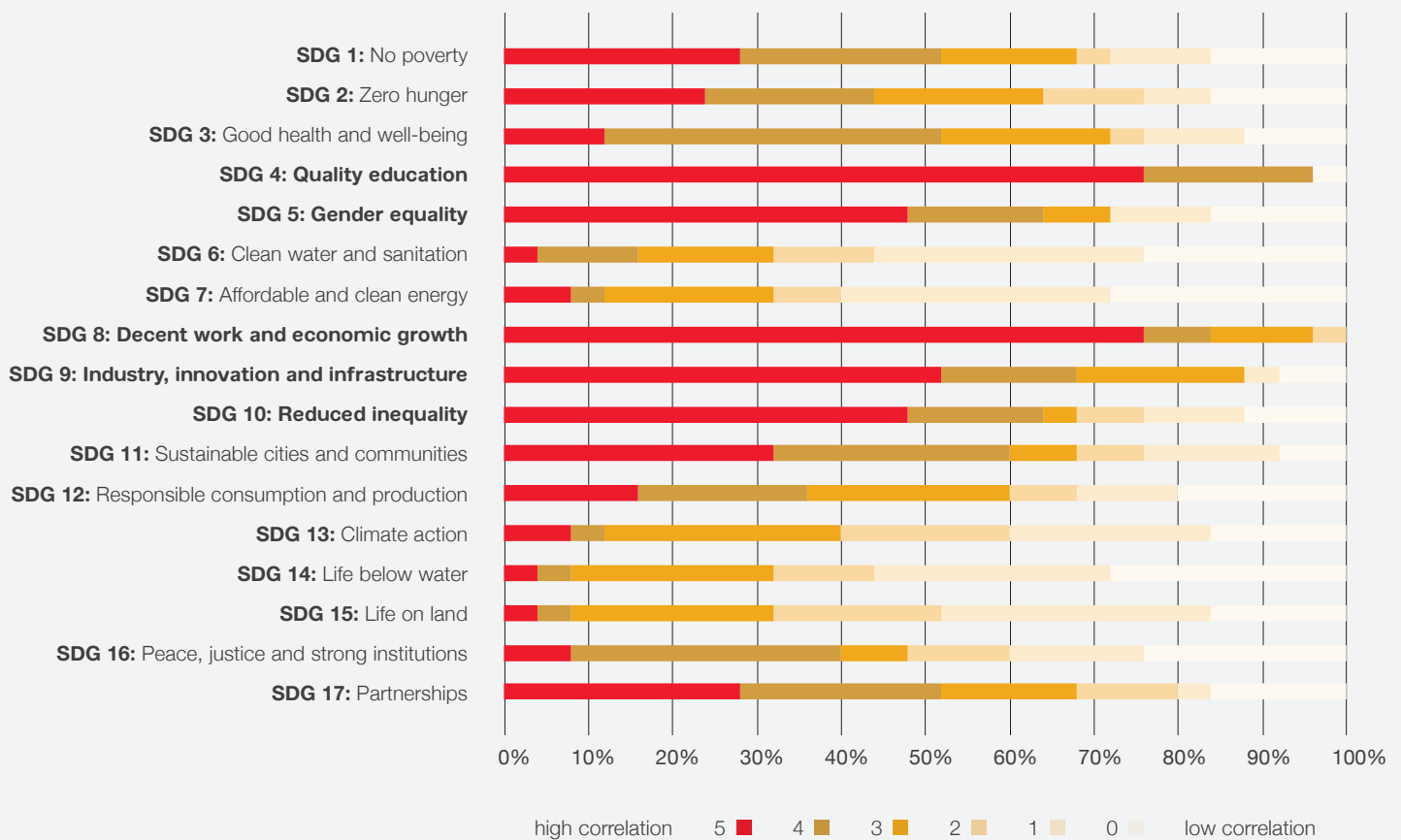
79 International Labour Organization (2022), ‘Technical meeting on COVID-19 and sustainable recovery in the tourism sector’, TMSRTS/2022/8, meeting held on 25–29 April 2022, ILO, Geneva, online available at: [www.ilo.org](http://www.ilo.org) [17-05-2023].

80 World Tourism Organization; Normación Española (UNE) and Fundación ONCE (n.d.), *How to apply ISO Standard 21902 – Accessible tourism for all*, online available at: [https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2022-11/TurismoynormalING\\_ACC%20\(1\).pdf?VersionId=RCIN5N536pg6QjGz\\_d7RqKfsS.PIIMo](https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2022-11/TurismoynormalING_ACC%20(1).pdf?VersionId=RCIN5N536pg6QjGz_d7RqKfsS.PIIMo) and companies [https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2023-01/Accessible%20Tourism%20for%20all\\_ACC.pdf?VersionId=8pzBP7FQs84agEr4s4UJGrf1bXxG83JI](https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2023-01/Accessible%20Tourism%20for%20all_ACC.pdf?VersionId=8pzBP7FQs84agEr4s4UJGrf1bXxG83JI) can create accessible experiences [04-06-2023].



**Figure 2.5:** Correlation between skills and each Sustainable Development Goal, 2023 (%)

**SKILLS  
CAN CONTRIBUTE THE MOST TO SDGs 4, 5, 8, 9 AND 10,  
AS IDENTIFIED BY G20 AND GUEST COUNTRIES WITHIN THE 2023 SURVEY**



Note: n = 26.

Source: G20 Tourism Working Group survey response to the question: "Indicate the correlation your country makes between priority area 3 each SDG by applying a score from 0–5 (0 = no correlation; 5 = high correlation)."

Figure 2.6: Skills: key challenges and opportunities

## PRIORITY AREA 3: SKILLS

Empowering youth with skills for jobs and entrepreneurship in the tourism sector



(High correlation SDGs as per survey.)

CHALLENGES	OPPORTUNITIES	OBJECTIVES
<p>Creating conditions for talent attraction and retention</p> <p>Integrating local populations and vulnerable groups through skills</p> <p>Addressing negative perceptions of the sector</p> <p>Upskilling for lifelong learning</p> <p>Developing green and sustainable, and digital skills</p>	<p><b>Opportunity 3.1</b> Upskilling, reskilling and new skilling for resilient tourism to meet the diverse needs of the sector</p> <p><b>Opportunity 3.2</b> Developing forward thinking skills training opportunities</p>	<p>3.1.1 Address the negative perception about the sector</p> <p>3.1.2 identify specific skills gaps and provide training and education opportunities</p> <p>3.1.3 Define and implement specific strategies to support vulnerable groups with tailored interventions</p> <p>3.1.4 Tailor upskilling, reskilling and new-skilling programmes for Indigenous Peoples</p> <p>3.2.1 Ensure trainings are lifelong learning initiatives</p> <p>3.2.2 Generate digital skills trainings to upskill MSMES and local populations</p> <p>3.2.3 Develop skill trainings on sustainable skills gaps</p>

# ROADMAP FOR PRIORITY 3: SKILLS

## OPPORTUNITY 3.1: UPSKILLING, RESKILLING AND NEW SKILLING FOR RESILIENT TOURISM TO MEET THE DIVERSE NEEDS OF THE SECTOR

### OBJECTIVE 3.1.1:

Address the negative perception about the sector and address the viability of the tourism sector as an attractive career path for youth and women



### RECOMMENDED ACTIONS:

1. Develop campaigns and marketing strategies to address negative stereotypes of working in the tourism sector.
2. Create a roadmap for tourism education that encourages a more responsible, resilient, sustainable and universally accessible sector.
3. Encourage job retention by developing special support schemes for self-employed workers and creating mechanisms for partial unemployment.<sup>81</sup>
4. Develop mentorship programmes for youth to create a culture of connection and incentivize youth and women to stay involved in the tourism sector.

### OBJECTIVE 3.1.2:

Identify specific skills gaps and provide training and education opportunities to better attract and support youth enabling them to enter the tourism sector and professionally develop



### RECOMMENDED ACTIONS:

1. Define, measure and monitor necessary occupations, employment and skills, building policies to support training and growth in these skills.
2. Develop research on tourist experiences to help identify the variety of skills that are necessary for the sector.
3. Utilize public-private-community partnerships, including employers' and workers' representatives, to design trainings aimed at shrinking the skills gap.
4. Use a future thinking approach to identify skills that will be needed in the future (i.e., creative thinking).

81 World Tourism Organization (2020), *Supporting Jobs and Economies through Travel & Tourism – A Call for Action to Mitigate the Socio-Economic Impact of COVID-19 and Accelerate Recovery*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284421633>



**OBJECTIVE 3.1.3:**

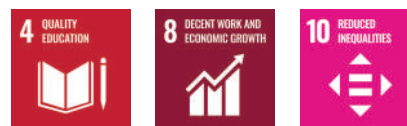
Define and implement specific strategies to support vulnerable groups (such as youth, women, Indigenous Peoples and persons with disabilities) with tailored interventions to address inequities

**RECOMMENDED ACTIONS:**

1. Invest in gender and age disaggregated tourism employment data to better understand and analyse women and youth participation in tourism and formulate inclusive responses.<sup>82</sup>
2. Close the Internet user gender gap<sup>83</sup> by designing approaches that address limiting factors to women's access, like literacy and financial and domestic concerns.
3. Build initiatives targeted to address gender equality and inclusivity.<sup>84</sup>
4. Ensure access to universal social protection to all engaged in the tourism sector.
5. Take appropriate measures to facilitate the transition of tourism workers and economic units from the informal to the formal economy.

**OBJECTIVE 3.1.4:**

Tailor upskilling, reskilling and new-skilling programmes for Indigenous Peoples to increase access to safe and decent work taking an intercultural approach to training based on respect for indigenous beliefs and ways of life, while considering the tourism market demands and an increasingly digitalized economy

**RECOMMENDED ACTIONS:**

1. Facilitate training for Indigenous Peoples to run tourism enterprises that create market ready products.
2. Support inclusion of small-scale providers, indigenous tourism operators, sustainable or regenerative tourism operators, and other non-traditional travel and tourism providers on relevant federal advisory boards and committees.
3. Provide interagency support and increased access to capital for local entrepreneurs and small businesses.

82 World Tourism Organization (2022), *G20 Bali Guidelines for Strengthening Communities and MSMEs as Tourism Transformation Agents – A People-centred Recovery*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284423828>

83 Mlambo-Ngcuka, P. and Albrechtsen, A.-B., 'Opinion: We cannot allow COVID-19 to reinforce the digital gender divide', Devex, online available at: <https://www.devex.com/news/opinion-we-cannot-allow-covid-19-to-reinforce-the-digital-gender-divide-97118> [26-04-2023]

84 World Tourism Organization (2021), *UNWTO Inclusive Recovery Guide – Sociocultural Impacts of Covid-19, Issue 3: Women in tourism*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422616>.

## OPPORTUNITY 3.2: DEVELOPING FORWARD THINKING SKILLS TRAINING OPPORTUNITIES

### OBJECTIVE 3.2.1:

Ensure skills trainings are lifelong learning initiatives to support individuals new to the sector and develop the existing workforce.



### RECOMMENDED ACTIONS:

1. Build on existing training resources, such as UNWTO Tourism Online Academy<sup>85</sup>, to provide easily accessible baseline information for those new to the sector.
2. Build national accreditations for the sector to increase the quality of tourism education and opportunities for skills development.
3. Develop micro credentials and short courses for continued education to supplement on the job training opportunities.
4. Develop upskilling, reskilling and new skilling opportunities across a country and across contexts that do not require youth to relocate.

85 World Tourism Organization (n.d.), 'UNWTO Tourism Online Academy', UNWTO, Madrid, online available at: <https://www.unwto-tourismacademy.ie.edu/> [19-05-2023].

### OBJECTIVE 3.2.2:

Generate digital skills trainings to upskill MSMEs and local populations to ensure they are adequately prepared to meet the demands for increased digitalization.



### RECOMMENDED ACTIONS:

1. Encourage MSMEs to participate in the UNWTO Digital Futures Programme for small and medium sized enterprises.
2. Liaise with technological partners to support entrepreneurs and local populations to bridge the digital divide.<sup>86</sup>
3. Cultivate programmes aimed to develop expertise in distribution and promotion to support local businesses place their products and experiences in the digital market.<sup>87</sup>

86 World Tourism Organization (2021), *UNWTO Inclusive Recovery Guide – Sociocultural Impacts of Covid-19, Issue 2: Cultural Tourism*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422579>

87 Ibid., p. 5.

### OBJECTIVE 3.2.3

Develop skill trainings to address sustainability skills gaps and progress broader climate action.



#### RECOMMENDED ACTIONS:

1. Prioritize training programmes that teach sustainable food approaches for circularity<sup>88</sup> to reduce food waste.
2. Generate monitoring and reporting<sup>89</sup> based trainings to support progress on reducing emissions, waste and epidemiological concerns.
3. Consider trainings for visitors to complement destination efforts to be more sustainable.

88 World Tourism Organization (2021), *Recommendations for the Transition to a Green Travel and Tourism Economy*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422814>

89 Ibid.





## PRIORITY AREA 4 TOURISM MICRO-, SMALL AND MEDIUM-SIZED ENTERPRISES (MSMEs)

MSMEs comprise an estimated 80% of all tourism businesses worldwide and reach as much as 98% in some G20 economies.<sup>90</sup>

Around half of the tourism workforce is employed in MSMEs of fewer than ten people and around three-quarters work in enterprises of fewer than 50 people<sup>91</sup>. While challenges faced by MSMEs vary significantly depending on national contexts and enterprise characteristics, access to finance, business regulations, compliances, market access, marketing and promotion and inadequate skills are among common constraints faced by MSMEs, including in the tourism sector.

Another challenge faced by tourism MSMEs is the lingering impact of COVID-19. Around the globe, businesses have not fully recovered from the shock of the pandemic. Therefore, in creating an enabling environment for MSMEs, it is fundamental to address recent history

and the impact of the past years on these businesses and pair recovery efforts with long-term resilience and growth efforts. This also needs to consider that informal tourism workers are over-represented in MSMEs and were disproportionately affected by lockdowns and public health restrictions.<sup>92</sup> Women, young people, Indigenous Peoples, frequently engaged in informal or casual employment, were disproportionately affected. Informal workers also had more limited access to support measures such as job retention programmes and flexible working arrangements.<sup>93</sup>

While the health crisis was a harsh reality for many MSMEs, it also created incredible opportunities for those that could innovate and take advantage of the expansive reach of digital channels. “Digitally enabled SMEs saw a 5.0% increase in customer spending and a 4.5% increase in transactions compared to their peers”<sup>94</sup>. For this reason, it is more important than ever to ensure MSMEs’ access

90 World Tourism Organization (2022), *G20 Bali Guidelines for Strengthening Communities and MSMEs as Tourism Transformation Agents – A People-centred Recovery*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284423828>

91 Organisation for Economic Co-operation and Development (2015), *Supporting Quality Jobs in Tourism*, OECD, Paris.

92 As of 25 May 2023, 164 countries have lifted all COVID-19 related travel restrictions as per. See: World Tourism Organization (n.d.), ‘UNWTO/IATA Destination Tracker – Easy Travel’, dashboard, UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [06-06-2023].

93 International Labor Organization (2023), *World Employment and Social Outlook, Trends 2023*, ILO, Geneva, online available at: [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---inst/documents/publication/wcms\\_865332.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---inst/documents/publication/wcms_865332.pdf) [09-06-2023].

International Labour Organization (2022), ‘Technical meeting on COVID-19 and sustainable recovery in the tourism sector’, TMSRTS/2022/8, meeting held on 25–29 April 2022, ILO, Geneva, online available at: [www.ilo.org](http://www.ilo.org) [17-05-2023].

Mastercard Data Service (n.d.), ‘Test & Learn’, online available at: <https://www.mastercardservices.com/en/solutions/data-networks/test-learn> [09-06-2023].

94 World Tourism Organization (n.d.), ‘UNWTO Digital Futures Programme for Small and Medium-sized Enterprise (SMES)’, UNWTO, online available at: <https://www.unwto.org/digitalfutures> [25-04-2023]



not only to capacity building but also to easy-to-manage and ready-to-implement tools for basic while life-changer aspects. Those include connectivity, business growth, marketing, e-commerce, big data and analytics and payments and security.

Financing travel and mobility startups is key to foster growth of MSMEs, especially in emerging economies. Studies conducted to measure the financing gap established that challenges are abundant for startups in emerging economies. An analysis of the top 100 UNWTO startup competitors reveals a trend of entrepreneurs seeking funding to foster growth.<sup>95</sup> The challenge is harder in emerging markets in Africa, the Americas and Asia and the Pacific. Of the travel tech startups that raised more than USD 1 million, less than 3% originated in emerging economies.<sup>96</sup> Despite the obstacles, the number of startups originating in or working with emerging markets is rising. These startups have strong attachments to their local regions – including their local populations, environment and culture. With the right tourism policies and tools in place, MSMEs and startups can act as a powerful vehicle for job creation and

catalysts for innovation in the sector while giving a voice to local residents.

MSMEs sit at unique crossroads where intentional investments from governments can help catalyse sustainability, digitalization and capacity building.<sup>97</sup> Addressing these challenges requires a multi-faceted approach, including supportive government policies, targeted training programmes, investment in sustainable industries, fostering digitalization, entrepreneurship, and ensuring equitable access to opportunities.

To help achieve the SDGs, the tourism sector can focus on the following:

- Equipping traditional MSMEs to stay relevant (SDGs 6,7, 8, 9, 12, 13 and 17);
- Increasing available funding to support MSMEs (SDGs 9 and 17); and
- Visitor-led actions to support Tourism MSMEs (SDGs 1, 5, 8, 10, 12 and 17).

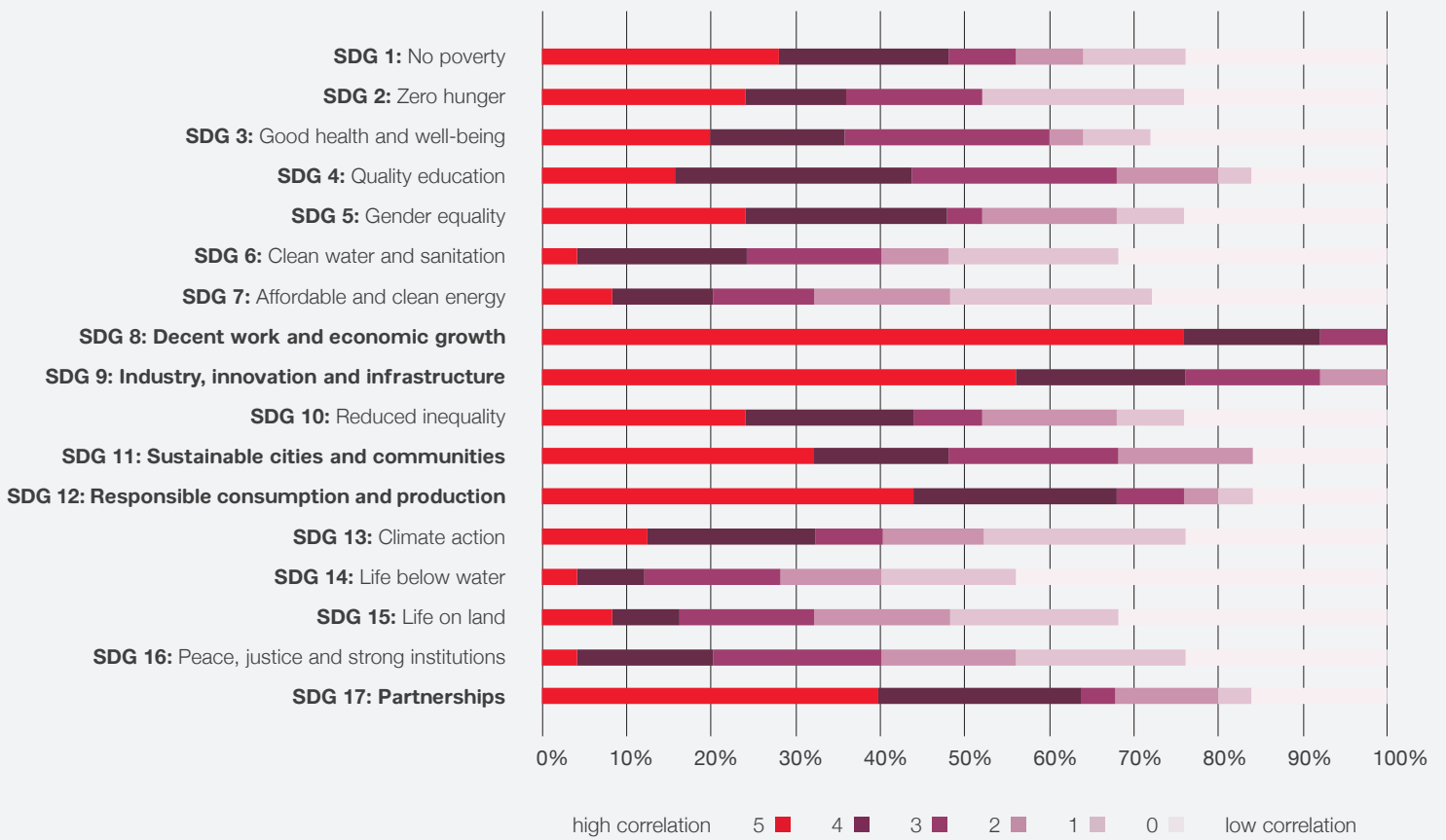
95 World Tourism Organization (2021), *UNWTO Investment Guidelines Series A: Travel and Tourism Tech Startup Ecosystem and Investment Landscape*, UNWTO, Madrid, online available at: <https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2021-06/travel-and-tourism-tech-startup-ecosystem-and-investment-landscape.pdf> [26-04-2023].

96 World Tourism organization (n.d.), 'Travel and Tourism Tech Startup Ecosystem and Investment Landscape', UNWTO, online available at: <https://www.unwto.org/travel-and-tourism-tech-startup-ecosystem-and-investment-landscape> [25-04-2023]

97 Organisation of Economic Co-operation and Development (2021), *The Digital Transformation of SMEs, Policy Highlights*, OECD, Paris, available online at: <https://www.oecd.org/industry/smes/PH-SME-Digitalisation-final.pdf> [30-05-2023]

**Figure 2.6:** Correlation between tourism micro-, small and medium-sized enterprises and each Sustainable Development Goal, 2023 (%)

**SUPPORTING THE TRANSITION FOR TOURISM MICRO-, SMALL AND MEDIUM-SIZED ENTERPRISES (MSMEs) CAN CONTRIBUTE THE MOST TO SDGs 8, 9, 11, 12 AND 17, AS IDENTIFIED BY G20 AND GUEST COUNTRIES WITHIN THE 2023 SURVEY**



Note: n=26.

Source: G20 Tourism Working Group survey responses to the question: "Indicate the correlation your country makes between priority area 4 and each SDG by applying a score from 0–5 (0 = no correlation; 5 = high correlation)."



Figure 2.7: Tourism MSMEs: key challenges and opportunities

## PRIORITY AREA 4: TOURISM MSMEs

Nurturing tourism MSMEs, startups, private sector to unleash innovation and dynamism in the tourism sector



(High correlation SDGs as per survey.)

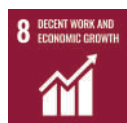
CHALLENGES	OPPORTUNITIES	OBJECTIVES
Supporting MSMEs for digital and green and sustainable transitions	<b>Opportunity 4.1</b> Equipping traditional MSMEs to stay relevant	4.1.1 Support green and sustainable, and digital transitions
Sharing market knowledge and access to data and intelligence		4.1.2 Support MSMEs to lean into innovation
Integrating tourism MSMEs into the value chain and with other sectors	<b>Opportunity 4.2</b> Building an enabling environment for growing and scaling for MSMEs	4.1.3 Support MSMEs to adapt and build environmental resilience and sustainability
Supporting MSMEs of all sizes		4.2.1 Incentivize and support inclusive innovative financing models
Intentionally financing MSMEs	<b>Opportunity 4.3</b> Visitors'-led actions to support tourism MSMEs	4.2.2 Cultivate diverse learning measures
Developing capacity to innovate and scale up		4.3.1 Prefer and promote local produce and indigenous experiences
		4.3.2 Prefer and promote women-led MSMEs

# ROADMAP FOR PRIORITY 4: TOURISM MICRO-, SMALL AND MEDIUM-SIZED ENTERPRISES (MSMEs)

## OPPORTUNITY 4.1: EQUIPPING TRADITIONAL MSMEs TO STAY RELEVANT

### OBJECTIVE 4.1.1:

**Support green and sustainable, and digital transitions** to ensure that traditional MSMEs are not left behind



3. Provide MSMEs with relevant data sharing<sup>100</sup> and evaluation support to benchmark themselves against comparable business and improve their performance.

4. Train MSMEs in inclusive design for consumers of all backgrounds to increase MSMEs' market share of differently abled tourists.<sup>101</sup>

### RECOMMENDED ACTIONS:

1. Create an enabling environment for entrepreneurship, innovation and sustainable tourism enterprises.<sup>98</sup>

2. Provide MSMEs with extra capacity building access to finance, financial literacy training and knowledge.<sup>99</sup>

5. Support the transition from informal economy models into formal economy enterprises that bring more benefits for local populations, improve decent work conditions leading to greater economic stability and resilience to shocks.<sup>102</sup>

98 International Labour Organization (2022), 'Technical meeting on COVID-19 and sustainable recovery in the tourism sector', TMSRTS/2022/8, meeting held on 25–29 April 2022, ILO, Geneva, online available at: [www.ilo.org](http://www.ilo.org) [17-05-2023].

99 Organisation for Economic Co-operation and Development (2021), *G20 Rome guidelines for the future of tourism: OECD Report to G20 Tourism Working Group*, OECD Tourism Papers, No. 2021/03, OECD Publishing, Paris, DOI: <https://doi.org/10.1787/d11080db-en>.

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

101 World Tourism Organization (2020), *UNWTO Inclusive Recovery Guide – Sociocultural Impacts of Covid-19, Issue I: Persons with Disabilities*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422296>.

102 World Tourism Organization and World Indigenous Tourism Alliance (2023), *Compendium of Good Practices in Indigenous Tourism – Regional Focus on the Americas*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284424184>

**OBJECTIVE 4.1.2:**

**Support MSMEs lean into innovation** to ensure they remain competitive

**RECOMMENDED ACTIONS:**

1. Provide MSMEs with ongoing training and support in inclusive design as a competitive edge.<sup>103</sup>
2. Incentivize data monitoring and evaluation support<sup>104</sup> for MSMEs to report data to national authorities so data is included in related disaggregation by business size.
3. Consider policy measures to support business creation and an enabling environment for innovation, productivity growth and fair distribution of gains for MSME.<sup>105</sup>
4. Stimulate the development of digital tools and marketing/e-marketing strategies that support the diversification of demand, address seasonality and enhance the value chain.

**OBJECTIVE 4.1.3:**

**Support MSMEs to adapt and build environmental resilience and sustainability**

**RECOMMENDED ACTIONS:**

1. Actions to save energy and adopt clean energy.
2. Actions to conserve and save water.
3. Actions to reduce, reuse and recycle.
4. Actions to preserve natural habitat and protect biodiversity.
5. Apply for sustainable tourism certifications.

<sup>103</sup> World Tourism Organization (2020), *UNWTO Inclusive Recovery Guide – Sociocultural Impacts of Covid-19, Issue I: Persons with Disabilities*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422296>.

<sup>104</sup> World Tourism Organization (2020), *AIUa Framework for Inclusive Community Development through Tourism*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422159>

<sup>105</sup> International Labour Organization (2022), 'Technical meeting on COVID-19 and sustainable recovery in the tourism sector', TMSRTS/2022/8, meeting held on 25–29 April 2022, ILO, Geneva, online available at: [www.ilo.org](http://www.ilo.org) [17-05-2023].

## OPPORTUNITY 4.2: BUILDING AN ENABLING ENVIRONMENT FOR GROWING AND SCALING FOR MSMEs

### OBJECTIVE 4.2.1:

**Incentivize and support inclusive innovative financing models** to increase investment in MSMEs<sup>106</sup>



#### RECOMMENDED ACTIONS:

1. Integrate MSMEs into all levels of local tourism supply chains, from procurement to experiences, to increase sector benefits among local providers.<sup>107</sup>
2. Create an enabling environment for entrepreneurship, innovation and sustainable tourism enterprises, including through investments, credit programmes, support for business continuity and productivity growth as well as financial inclusion for micro-, small and medium-sized tourism enterprises.<sup>108</sup>
3. Invest in MSMEs through enterprise modernization to provide micro and small entities with leasing facilities to facilitate innovation.

<sup>106</sup> World Tourism Organization (2018), *Tourism for Development – Volume I: Key Areas for Action*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284419722>

<sup>107</sup> Ibid.

<sup>108</sup> International Labour Organization (2022), 'Technical meeting on COVID-19 and sustainable recovery in the tourism sector', TMSRTS/2022/8, meeting held on 25–29 April 2022, ILO, Geneva, online available at: [www.ilo.org](http://www.ilo.org) [17-05-2023].

### OBJECTIVE 4.2.2:

**Cultivate diverse learning measures** to support MSMEs on their learning journeys



#### RECOMMENDED ACTIONS:

1. Bring local MSMEs together to encourage co-operation and knowledge sharing of best practices.<sup>109</sup>
2. Promote cross-sectoral and public-private collaboration models with a diverse array of community partners.
3. Connect MSMEs with training opportunities for SMEs, such UNWTO challenges and UNWTO Tourism Online Academy.

<sup>109</sup> World Tourism Organization and United Nations Development Programme (2017), *Tourism and the Sustainable Development Goals – Journey to 2030, Highlights*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284419340>.





**OPPORTUNITY 4.3:  
VISITORS'-LED ACTIONS TO  
SUPPORT TOURISM MSMEs**

**OBJECTIVE 4.3.1**

Prefer and promote local produce and indigenous experiences



**RECOMMENDED ACTIONS:**

1. Promote market accesses for local populations and products.
2. Promote demand for tourism offerings based on local produce and traditional lifestyles.

**OBJECTIVE 4.3.2**

Prefer and promote women-led MSMEs



**RECOMMENDED ACTION:**

1. Promote demand for tourism offering developed by women-led enterprises.

## PRIORITY AREA 5

# DESTINATION MANAGEMENT

Tourism destinations are “physical spaces [...] in which a visitor can spend an overnight. It is the cluster of products and services, and of activities and experiences along the tourism value chain and a basic unit of analysis of tourism.”<sup>110</sup> Destination management is “the coordinated management of all the elements that make up a tourism destination [...]”,<sup>111</sup> and therefore covers the elements of all other priority areas. Destination management organizations (DMOs) oversee the operationalization of destination management, acting as a leader for the development of a coherent tourism strategy for the destination, bringing together all relevant stakeholders involved, including host populations. Destinations can provide the framework for effective sustainable and regenerative development where stakeholders agree on objectives, monitor and analyse the success of their actions.

Objectives of DMOs shall include maximizing the benefits of tourism and spread them across a broader value chain, including both local tourism suppliers and populations, and offering enhanced visitor experiences, while ensuring the competitiveness and sustainability of the destination. Historically the role of a DMO was focussed on marketing and promoting a destination; however, there is a movement and an opportunity to transform DMOs into holistic network conveners and leaders in destination management.

As network conveners, DMOs do not control the activities of their partners and other actors operating in the tourism destination but have the unique power to bring together resources and expertise to lead a common vision and action. DMOs are uniquely positioned to

create a favourable framework for inclusive tourism development and management that ensures prosperity to all the actors across the tourism value chain, including host populations. To achieve better management, DMOs should take a holistic approach that expands beyond destination marketing to include all stakeholders and key areas of tourism development in the destination. An expanded role of DMOs include preserving the natural and cultural assets, catalysing the benefits of tourism, reducing inequalities and promoting inclusion, and advancing socio economic growth. In addition, DMOs are called upon to prioritize risk management and resilience to support the overall well-being of the destination and its local population. A holistic destination management should be grounded in collaboration, creating platforms for discussions across all tourism actors and beyond.

Furthermore, a holistic approach to destination management goes beyond the DMO structures, to include collaboration between actors (government, industry and local residents) at the local level (which DMOs can facilitate), as well as vertical integration to ensure that all destinations are working towards the common strategic goals and align with national tourism policies and strategies.

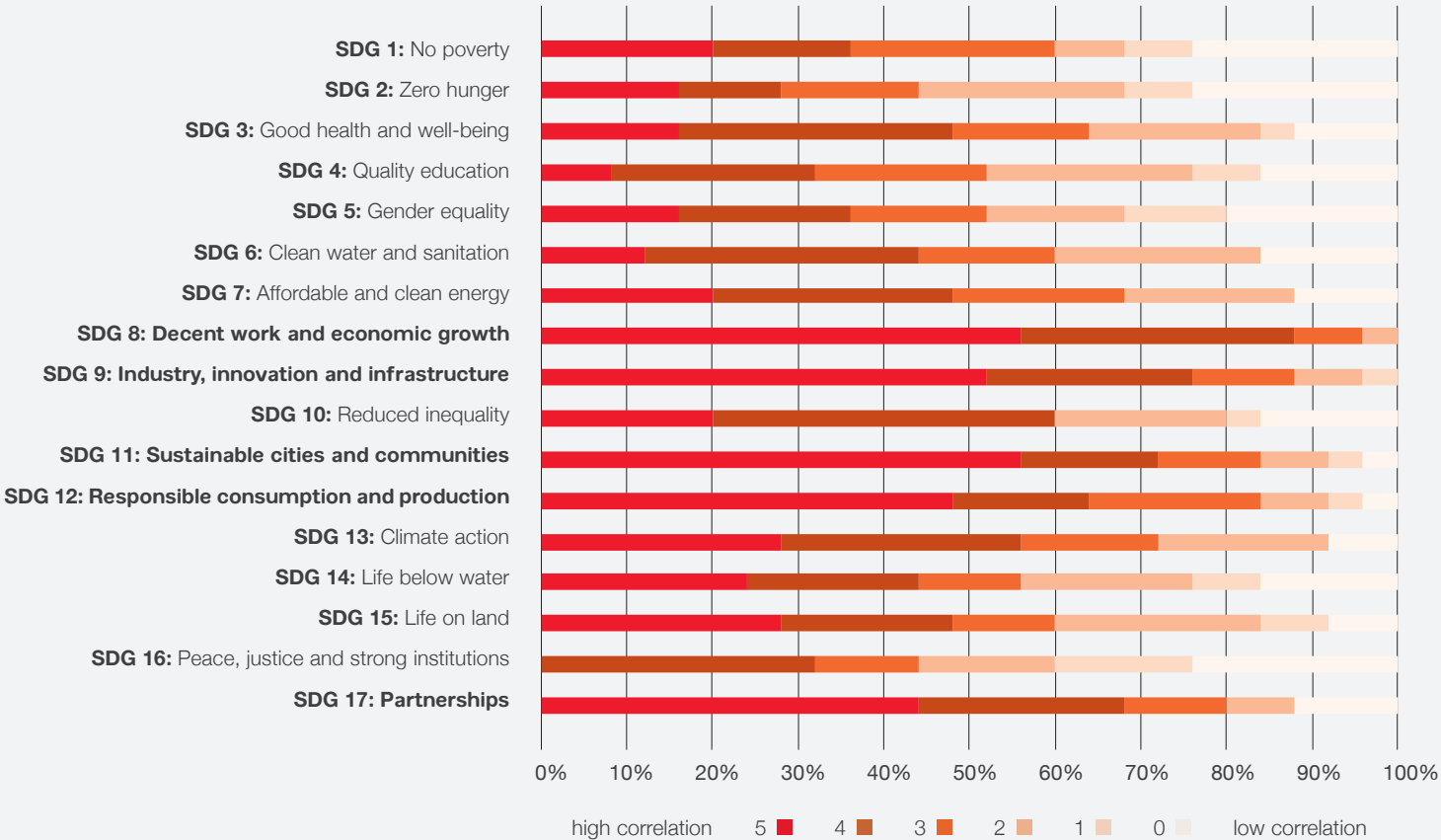
An opportunity for destination management rests in building smart destinations, which are based on five pillars: governance, innovation, technology, accessibility and sustainability. Sustainable tourism development with proper planning and management ensures that the destination maintains its economic viability and environmental, social and cultural integrity, contributing to benefit both visitors and the local residents.

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

111 World Tourism Organization (2007), *A Practical Guide to Tourism Destination Management*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284412433>.

Figure 2.8: Correlation between destination management and each Sustainable Development Goal, 2023 (%)

**PROGRESSING DESTINATION MANAGEMENT CAN CONTRIBUTE THE MOST TO SDGS 8, 9, 11, 12 AND 17, AS IDENTIFIED BY G20 AND GUEST COUNTRIES WITHIN THE 2023 SURVEY**



Note: n=26.  
 Source: G20 Tourism Working Group survey responses to the question: "Indicate the correlation your country makes between priority area 5 and each SDG by applying a score from 0–5 (0 – no correlation; and 5 – high correlation)".



Destination management organizations (DMOs) can align their policies, actions and collaborations to advance the majority of SDGs, especially if managed through a smart destination framework. As network conveners, DMOs can uniquely facilitate collaboration between tourism stakeholders and beyond to grow a better future of tourism and localize the SDGs. In addition, DMOs can serve as the organizing body that helps to manage and implement the recommendations around the other four priority areas within this outcome document. National and regional policies can be geared to facilitate the creation and operations of DMOs while DMOs can leverage the unique characteristics of each destination. In doing so, destination management can maintain standards based on international and national metrics that promote sustainable tourism.

To help achieving the SDGs, the tourism sector can focus on the following:

- Positioning DMOs as conveners of the system (SDGs 11 and 17) and
- Creating new governance models (SDGs 8, 9, 10, 11 and 17)

The following box presents an example of a voluntary initiative to progress the monitoring of the economic, social and environmental impact of tourism at destination level.

### BOX 2.5 INTERNATIONAL NETWORK OF SUSTAINABLE TOURISM OBSERVATORIES

The UNWTO International Network of Sustainable Tourism Observatories (INSTO)<sup>a</sup> monitors the economic, environmental and social impact of tourism at the destination level. The initiative is based on the longstanding commitment of UNWTO to the sustainable and resilient growth of the sector through measurement and monitoring, supporting the evidence-based management of tourism. There are 11 core issue areas that INSTOs are required to monitor to evaluate how sustainable and inclusive a tourist destination is:

1. Tourism seasonality;
2. Employment;
3. Destination economic benefits;
4. Governance;
5. Local satisfaction;
6. Energy management;
7. Water management;
8. Waste water (sewage) management;
9. Solid waste management;
10. Accessibility; and
11. Climate action.

a) World Tourism Organization (n.d.), 'UNWTO International Network of Sustainable Tourism Observatories', UNWTO, Madrid, online available at: <https://www.unwto.org/sustainable-development/unwto-international-network-of-sustainable-tourism-observatories> [23-05-2023]



Figure 2.9: Destination management: key challenges and opportunities

## PRIORITY AREA 5: DESTINATION MANAGEMENT

Strategic management of destination towards overall competitiveness of destinations



(High correlation SDGs as per survey.)

CHALLENGES	OPPORTUNITIES	OBJECTIVES
Collaborating beyond the tourism sector	<b>Opportunity 5.1</b> Positioning DMOs as conveners of the system	5.1.1 Develop DMOs with a holistic focus on the lifecycle and ecosystem of tourism
Collecting better data for better management		5.1.2 Facilitate learning across DMOs and sector stakeholders
Creating future proof and resilient destination management organizations	<b>Opportunity 5.2</b> Creating new governance models	5.2.1 Facilitate public-private-community partnerships
Taking a multilevel approach with the different layers of government		5.2.2 Develop frameworks that involves visitors
Adjusting to new governance models		
Developing effective public-private-community partnerships		

# ROADMAP FOR PRIORITY 5: DESTINATION MANAGEMENT

## OPPORTUNITY 5.1: POSITIONING DMOs AS CONVENERS OF THE SYSTEM

### OBJECTIVE 5.1.1:

Develop DMOs with a holistic focus on the life cycle<sup>112</sup> and ecosystem of tourism to help destinations advance these priority areas and the SDGs



2. Develop DMOs as centralized and leading coordinators for sustainability management across the sector and use a systemic approach to tourism planning.<sup>113</sup>

3. Adopt design thinking approaches to tourism resilience by assessing how systems shocks in recent years have impacted the tourism sector and identifying system level solutions.<sup>114</sup>

4. Develop tourism-related legal frameworks at a national level geared towards ensuring a balanced growth of tourism to benefit residents and visitors.

### RECOMMENDED ACTIONS:

1. Use technological innovation and relevant data sharing tools to support the transition of destination marketing organizations to destination management organizations while taking into account national priorities, needs and circumstances.

112 World Tourism Organization (2019), *UNWTO Guidelines for Institutional Strengthening of Destination Management Organizations (DMOs) – Preparing DMOs for new challenges*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284420841>.

113 Ibid.

114 Organisation for Economic Co-operation and Development (2021), *G20 Rome guidelines for the future of tourism: OECD Report to G20 Tourism Working Group*, OECD Tourism Papers, No. 2021/03, OECD Publishing, Paris, DOI: <https://doi.org/10.1787/d11080db-en>.



## OBJECTIVE 5.1.2:

Facilitate learning across DMOs and sector stakeholders to centralize information sharing around best practices<sup>115</sup>



## RECOMMENDED ACTIONS:

1. Increase collaboration between destinations to monitor tourism's economic, environmental and social impact at the destination level.
2. Build cross-sectoral networks to share best practices and learnings around innovative and sustainable tourism.<sup>116</sup>
3. Avoid siloed learning opportunities by taking a systems approach to share insights and best practices across areas and actors in the ecosystem.<sup>117</sup>

<sup>115</sup> World Tourism Organization (2019), *UNWTO Guidelines for Institutional Strengthening of Destination Management Organizations (DMOs) – Preparing DMOs for new challenges*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284420841>

<sup>116</sup> World Tourism Organization (2021), *UNWTO Inclusive Recovery Guide – Sociocultural Impacts of Covid-19, Issue 2: Cultural Tourism*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422579>

<sup>117</sup> World Tourism Organization (2021), *Recommendations for the Transition to a Green Travel and Tourism Economy*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422814>

## OPPORTUNITY 5.2: CREATING NEW GOVERNANCE MODELS

### OBJECTIVE 5.2.1:

Facilitate public-private-community partnerships including employers' and workers' representatives for more holistic and inclusive destination governance



### RECOMMENDED ACTIONS:

1. Identify stakeholders across the tourism ecosystem to design networks towards a organized way of sharing knowledge regularly.<sup>118</sup>
2. Design platforms for dialogue with local residents within destinations to co-design tourism products.<sup>119</sup>
3. Use participatory methods like citizens' assemblies to engage them in shaping sustainable tourism development policies.

<sup>118</sup> World Tourism Organization (2021), *Recommendations for the Transition to a Green Travel and Tourism Economy*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422814>

<sup>119</sup> United States Environmental Protection Agency (2022), *Recreation Economy for Rural Communities*, online available at: <https://www.epa.gov/smartgrowth/recreation-economy-rural-communities> [26-04-2023]

### OBJECTIVE 5.2.2:

Develop frameworks that involve visitors to promote more sustainable tourism and empower them to protect destinations.



### RECOMMENDED ACTIONS:

1. Integrate language around local sustainable tourism efforts within destination marketing plans.
2. Provide various types of sustainability data to help visitors make informed choices.
3. Mitigate barriers visitors face to switch to sustainable forms of travel by clarifying alternatives.
4. Promote tips geared towards a responsible conduct of visitors including when engaging with Indigenous Peoples, who need to be adequately informed about the respectful treatment of indigenous biodiversity, as well as the cultural interaction to expect.







A scenic view of a riverbank at sunset. The sun is low in the sky, casting a warm glow over the scene. The riverbank is lined with multi-story buildings, some with balconies and windows. In the foreground, the wooden deck of a boat is visible, with the number '26' painted on a red section. The water reflects the sunset colors. The word 'CONCLUSION' is overlaid in white text in the center of the image.

# CONCLUSION





This document explores how tourism can act as a vehicle for progressing the SDGs, through a roadmap of five interconnected tourism priority areas identified by the India's G20 Presidency for the Tourism Working Group:

1. Green Tourism
2. Digitalization
3. Skills
4. Tourism micro-, small and medium-sized enterprises (MSMEs)
5. Destination Management

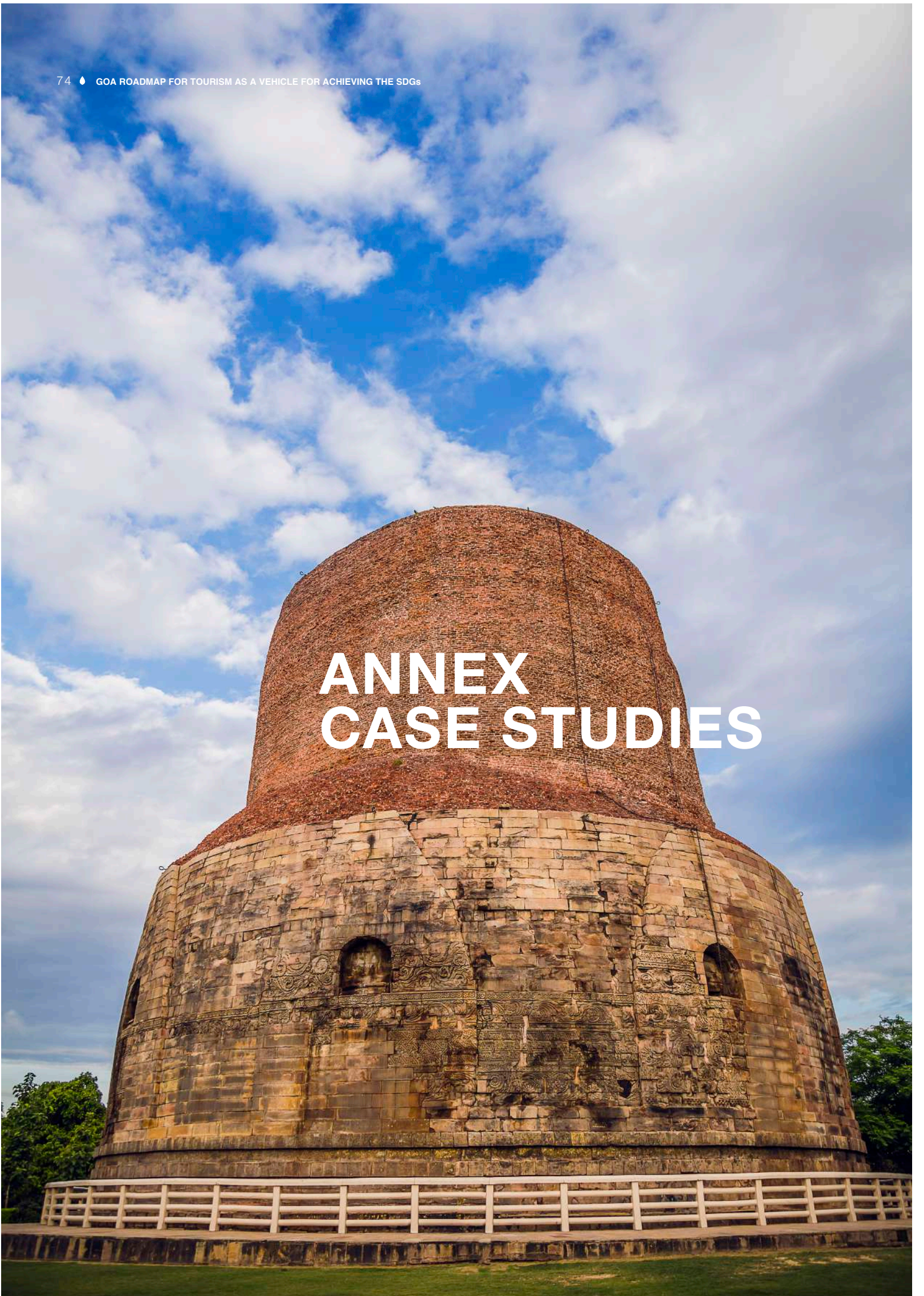
The *Goa Roadmap for tourism as a vehicle for achieving the SDGs*, a voluntary tool, introduces a list of opportunities, associated objectives, recommended actions and case studies. These have been informed by the work of previous presidencies, a survey among the G20 Tourism Working Group, as well as inputs from invited international organizations. All actions are to be considered against national development priorities and circumstances and be interacted with as additional opportunities for the in-country tourism sector to work collaboratively to address the SDGs.

In addition to these five priority areas, the report introduced a cross cutting section of ten emerging enablers. These were based on a systems level analysis of recommendations from reports, case studies, good practices shared by practitioners across the tourism sector and a participatory session with the Tourism Working Group. The ten enablers demonstrate interconnected pathways for the tourism sector to continue contributing to the SDGs in the coming years.

A main takeaway from this Roadmap is the importance of collaborating across sectors to leverage these initiatives and collectively contribute to achieve the Goals. This outcome document is an opportunity to reflect on how the tourism sector can boost its partnership with all ecosystem actors and beyond to position itself as a pioneer in the collective progress towards the SDGs.



# ANNEX CASE STUDIES





# PRIORITY AREA 1 GREEN TOURISM

## CASE STUDIES

### BRAZIL

#### WATERFRONT PROJECT<sup>120</sup>

##### *Giving water ownership back to the people*



**Challenge:** Brazil is working towards a systematic localization of policies to share power with local municipalities and empower local communities to take action over their lands.

**Initiative:** The Waterfront Project encourages municipalities to prepare Integrated Waterfront Management Plans and proposes actions aimed at mitigating environmental damage and promoting sustainable development.

**Impact:** The waterfronts of Brazil will be sustainably managed and developed by the people living closest to the waters, balancing the needs of the water and local communities with tourism development efforts.

120 Centro de Ciências Sociais Aplicadas (n.d.), online available at: [https://ccsa.ufrn.br/portal/?page\\_id=13633](https://ccsa.ufrn.br/portal/?page_id=13633) [23-05-2023]

### GERMANY

#### CONCEPTION AND PILOTING OF THE GERMAN CLIMATE FUND FOR TOURISM<sup>122</sup>

##### *Innovative financing model for climate protection activities*

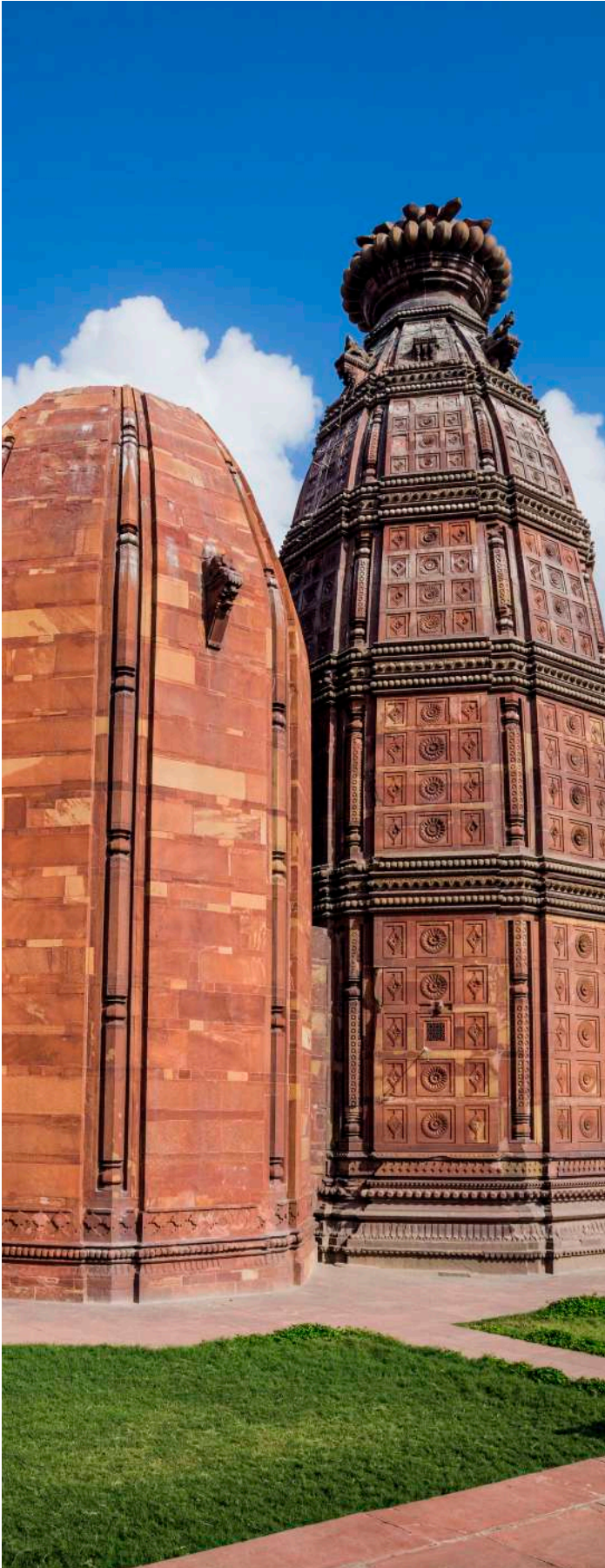


**Challenge:** Germany aims to enable the tourism sector to develop, implement and document effective greenhouse gas (GHG) reductions in line with national climate protection targets.

**Initiative:** The German Climate Fund for Tourism is being developed to accelerate the implementation of climate protection activities. The fund is part of the National Climate Initiative of the German Federal Government by first co-developing feasible long-term GHG reduction targets and a sector wide GHG inventory. In decarbonization workshops, feasible long-term reduction targets for the tourism industry will be formulated, aligned with national reduction targets. Following on from this, model solutions for the reduction of GHG emissions by tourism service providers and destinations will be developed and tested. A sector-specific and legally compliant financing model for climate protection activities will accelerate the implementation of these solutions. An industry-wide GHG inventory will be developed that is compatible with the national GHG inventory.

**Impact:** Efforts in tourism will contribute to the collective contribution across sectors to reduce GHG emissions in Germany.

122 Working Programme of the National Tourism Strategy: <https://www.bmwk.de/Redaktion/DE/Publikationen/Tourismus/nachhaltigen-tourismus-wettbewerbsfaehig-gestalten.html>



## INDIA

### TADOBA-ANDHARI TIGER RESERVE<sup>123</sup>

*Empowering local communities through environmental preservation*



**Challenge:** India aimed to involve the local community in the tourism value chain along with conservation efforts for biodiversity at the forest reserve.

**Initiative:** The main features of the programme related to community involvement include:

- Development of homestays in nearby villages;
- Training of local villagers as tour guides in storytelling, identification of animal calls and sensitization towards tourists;
- Readiness assessment programmes;
- Enabling sense of ownership amongst locals to ensure conservation;
- Creating alternate activities and experiences; and
- Enhancing income of locals.

**Impact:** Today, the Tadoba-Andhari Tiger Reserve is regarded as one of the world's most preferred tiger destinations, with over 80 tigers in the reserve and 200 in the larger landscape. Thanks to the functional connectivity of the reserve with other protected areas in the central Indian tiger landscape, tigers in Tadoba are now found restocking the gene pools of protected areas such as Navegaon-Nagzira, Umred-Karhandla and Tipeshwar, and forests as far afield as Kawal, Nagarjunsagar and Indravati.

<sup>123</sup> Tadoba-Andhari Tiger Reserve (n.d.), 'About us', online available at: <https://mytadoba.org/about-us/> [16-05-2023].

## ITALY

SUSTAINABLE TOURISM FUND<sup>124</sup>*Prioritizing funding for reimagining tourism infrastructure*

**Challenge:** Italy aims to expand infrastructure improvements and support initiatives with the purpose to minimize the environmental impacts of tourism.

**Initiative:** The Ministry of Tourism launched a Sustainable Tourism Fund to address tourist overcrowding, promote eco-sustainable tourism and support facilities accommodations to become more sustainable.

**Impact:** Inspired by the thematic fund, Italy received additional support from the European Investment Bank and the EU Climate Bank resulting in allocation of EUR 500 million to support green tourism.

## MAURITIUS

SUSTAINABLE ISLAND MAURITIUS<sup>125</sup>*A guideline for circular economies*

**Challenge:** Mauritius aims to limit the negative impacts on the environment and encourage sustainable products and services in the tourism sector.

**Initiative:** The Ministry of Tourism launched a new vision in 2018 to promote sustainable tourism through demonstrating and scaling up self-sustaining mechanisms for improving the sustainability impact along the value chain.

**Impact:** The vision resulted in the Mauritius Pro-Handprint (MauPHI) Framework, that includes 11 distinct criteria to encourage sustainable packaging within the value chain and new formal regulations that ban plastic bags and single use plastics within the food business sectors effective as of January 2021.

<sup>124</sup> Ministero del Turismo, Government of Italy (2022), *COSME project for the development of sustainable development and the capacity of tourism of SMES*, Italy, online available at: <https://www.ministeroturismo.gov.it/progetto-cosme-per-lo-sviluppo-del-turismo-sostenibile-e-la-capacita-delle-pmi-turistiche/> [26-04-2023]

<sup>125</sup> Sustainable Island Mauritius, online available at: <https://sus-island.com/> [16-05-2023].





MEXICO

ADAPTUR PROJECT

Centering Community Voices in Tourism



**Challenge:** Mexico aims to develop effective and actionable ecosystem-based adaptation measures in partnership with the public and private sectors.

**Initiative:** The Ministry of Tourism launched the Adaptur Project to bring together the private and public sectors to support tourism companies in their journey to protect the natural assets and services provided by the ecosystem.

1. Implement Climate Change Adaptation measures based on Ecosystems (EbA) including joint solutions with the private sector in Mexico, with a focus on the tourism sector
2. Implement Ecosystem-Based Adaptation (EbA) measures financed by the private tourism sector, develop technical instruments, knowledge management platform, technical tools and strategic alliances.

**Impact:** 500 people across five pilot sites received technical training on best practices for planning and implement participatory environmental measures. It has obtained important achievements such as advocacy on public tourism and climate change policies at the national and sub-national levels.





## TÜRKIYE

### SUSTAINABLE TOURISM CERTIFICATION<sup>127</sup>

#### *Empowering Tourism Businesses through Sustainable Certification Programs*



**Challenge:** Türkiye aims to ensure that tourism businesses and actors are appropriately trained and prepared for sustainable tourism standards.

**Initiative:** The country developed the Sustainable Tourism Program and Certification system – a training programme that would ensure businesses comply with the latest environmental, social, economic and cultural sustainable criteria. These criteria were developed to be directly linked with several SDGs.

**Impact:** By 2030, the country hopes to certify 24,500 businesses through this programme to push this part of the tourism sector towards achieving the SDGs.

<sup>127</sup> Türkiye Tourism Promotion and Development Agency (n.d), 'Sustainable Tourism Program', online available at: <https://tga.gov.tr/about-the-sustainable-tourism-program/>

# PRIORITY AREA 2 DIGITALIZATION

## CASE STUDIES



### EUROPEAN UNION

#### GENERAL DATA PROTECTION REGULATION (GDPR)<sup>128</sup>

##### *Prioritizing Data Protection for All*



**Challenge:** The European Union aims to create a data protection framework that promotes transparency and security for all.

**Initiative:** The General Data Protection Regulation (GDPR) governs the way data can be used, processed and stored. Its governing is based on seven key principles:

1. Lawfulness, transparency and fairness;
2. Purpose limitation, only using data for the specific lawful purpose that it was obtained for;
3. Data minimization, only acquiring data that is strictly needed;
4. Accuracy;
5. Storage limitation;
6. Integrity and confidentiality; and
7. Accountability.

**Impact:** The implementation of GDPR supported travellers in protecting their data at every phase of travel, such as in transportation, lodging and experiential services.

<sup>128</sup> European Union (2016), 'Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation)', *Official Journal of the European Union*, EU, online available at: <https://eur-lex.europa.eu/homepage.html> [26-04-2023].



## CANADA

## CANADA DIGITAL ADOPTION PROGRAM

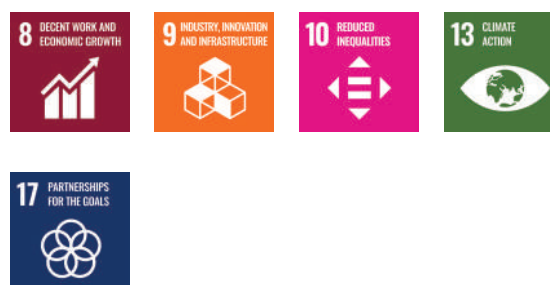
*Helping SMEs realize their full potential*

**Challenge:** The global economy has shifted over the last few years, with businesses of all sizes in all sectors integrating digital technologies into their operations. The Canada Digital Adoption Program was established to help small and medium-sized enterprises (SMEs) in every region of Canada and in all sectors of the economy, including tourism, understand their digital needs and adopt new technology to modernize their operations.

**Initiative:** The program consists of two types of funding components, both directed at SMEs. 1) *Grow Your Business Online* is designed to help customer-facing businesses digitize and take advantage of e-commerce opportunities. Eligible businesses can receive microgrants of up to CAD 2,400 to help with the costs related to adopting digital technologies, as well as support and advice from a network of e-commerce advisors. 2) *Boost Your Business Technology* helps SMEs that require more comprehensive support to adopt more complex technology. A grant of up to CAD 15,000 enables SMEs to access expert advisory services for digital adoption planning and financing options needed to put these technologies in place. These businesses are eligible to apply for a zero-percent loan through the Business Development Bank of Canada to implement digital technology. They are also eligible for a CAD 7,300 wage subsidy to hire young skilled talent to help with their digital adoption plans.

**Impact:** The program was launched in March 2022 and tens of thousands of businesses, including in tourism, are now on their way to reducing costs, attract new customers, improving their operational efficiency and competitiveness, create new market opportunities and grow their revenue.

## FRANCE

DATAtourisme<sup>129</sup>*Revolutionizing open-source Data for Tourism*

**Challenge:** The French Ministry of Finance aims to centralize tourism data for professionals within the sector.

**Initiative:** DATAtourisme was launched to collect, aggregate and redistribute data – collecting data from over 40 public sources. This open-source database serves to support tourism actors by providing easy access to all sorts of information regarding the tourism sector.

**Impact:** DATAtourisme allows all tourism actors to work with the same, centralized information. However, this database structure especially supports MSMEs and startups in their decision making by providing the most updated information that may have been difficult to find otherwise.

129 French Ministry of Finance, Government of France (n.d.), *DATAtourisme*, online available at: <https://www.datatourisme.fr/> [26-04-2023]

## NIGERIA

### TOURISM HACKATHON<sup>130</sup>

*Building on the country's Growing Talent Base to Digitize Tourism*



**Challenge:** The Nigerian Tourism Development Corporation aims to develop digital solutions to challenges within the country's tourism sector.

**Initiative:** The Tourism Hackathon generated unique and innovative solutions to identified challenges and gaps across the tourism value chain in Nigeria. These scalable ideas will build on successful digitization efforts across the country to make Nigerian tourism more inclusive to travellers and competitive on the global stage.

**Impact:** Ideas emerging from the hackathon are designed to enhance travellers experience through digital tools from the pre-booking stages until the destination experience.

<sup>130</sup> bycep (2022), 'Tourism Hackathon – Nigeria 2022', online available at: <https://bycep.co/tourism-hackathon/> [26-04-2023].

## SPAIN

### SMART TOURIST DESTINATION INITIATIVE<sup>131</sup>

*Developing a holistic vision for the integration of technology in tourism*



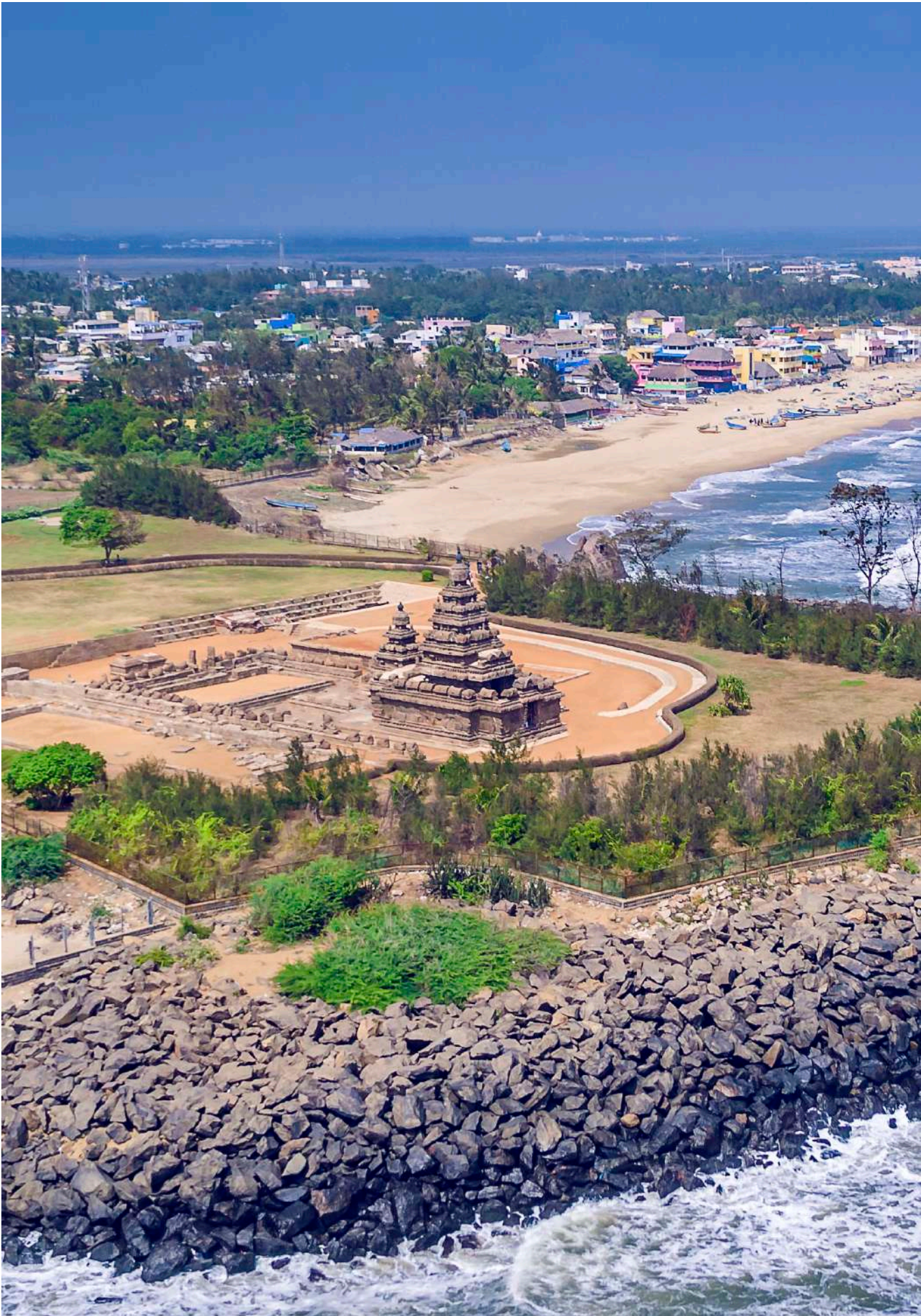
**Challenge:** Spain aims to position itself as a tourist country that uses digitalization to improve tourist experiences and offer services with integrated value at the destination.

**Initiative:** The Smart Tourist Destinations Network, launched by the Secretariat of State for Tourism, aims to be the driving force in promoting and encouraging the digital transformation of Spain's tourism areas and destinations. The aim is to stimulate the sustainable development of tourism and ensure tourist satisfaction as well as improving living conditions for local populations.

**Impact:** One of the main features of the initiative is the progress through collaboration. Today the Smart Tourist Destinations Network has 618 members. Of these, 437 are destinations, 87 institutions, 91 companies and 3 are observers.

<sup>131</sup> Ministry of Industry, Trade and Tourism, Government of Spain (2022), *Smart Tourist Destinations Networks*, Sociedad Mercantil Estatal para la Gestión de la Innovación y las Tecnologías Turísticas, S.A.M.P., Madrid, online available at: <https://www.destinosinteligentes.es/en/> [26-04-2023].







# PRIORITY AREA 3 SKILLS

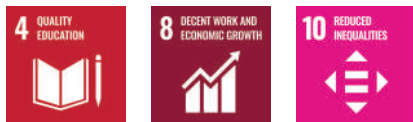
## CASE STUDIES



### AUSTRALIA

#### FIRST NATIONS TOURISM MENTORING PROGRAM<sup>132</sup>

*Investing in indigenous communities for tourism*



**Challenge:** Australia aims to counteract the negative economic impacts of COVID-19, which resulted in precarious outcomes for businesses and workers within the tourism sector and disproportionately those working in indigenous tourism.

**Initiative:** In 2021, Australia launched a mentorship programme designed to offer one-on-one support to indigenous-owned tourist businesses.

**Impact:** Through the programme, indigenous business owners strengthened their entrepreneurial skills and received guidance to support their long-term business goals.

132 Presentation by Australia on the occasion of 2nd Tourism Working Group Meeting, 2023

### OMAN

#### TOURIST GUIDE TRAINING PROGRAM<sup>133</sup>

*Prioritizing youth professional development in the tourist sector*



**Challenge:** Oman aims to increase the number of young people involved in the tourism sector.

**Initiative:** In 2019, the Ministry of Heritage and Tourism in partnership with the National Museum of Oman launched tour guide training courses for young Omani and expats aged 18–25.

**Impact:** Since its initial launch in 2019, Oman developed 250 new roles for college aged youth to support expanding youth employment in the tourism sector.

133 Times News Service (2023), 'OMRAN Group Launches "Najm" to Employ 250 Omani Graduates', *Times of Oman*, published on 6 February 2023, online available at: <https://cdn-4.timesofoman.com> [17-05-2023].

## KINGDOM OF SAUDI ARABIA

### TOURISM PIONEERS PROGRAM<sup>134</sup>

#### Tourism Trailblazers



**Challenge:** The challenges being addressed include:

- Enhance awareness about jobs in tourism;
- Increase the number of jobs in the hospitality industry; and
- Increase the percentage of Saudis entering the hospitality industry.

**Initiative:** In 2022, the Ministry of Tourism launched 'Tourism Trailblazers', an initiative aimed to provide 100,000 young Saudis with the necessary hospitality skills to pursue professions in the tourism industry. The programme entails a USD 100 million investment.

In collaboration with the top global hospitality institutes, the Ministry of Tourism launched a tailored qualification programme in 2022 led by a local university in Saudi Arabia targeting job seekers and upskilling of workers in the tourism sector to help them acquire the necessary professional skills, by enrolling them in courses abroad to fulfill the labour market demand for hospitality workforce across the Kingdom of Saudi Arabia. Three pathways have been developed: 1) an entry level pathway to define

hospitality industry, 2) technical pathway to define theory and practice in hospitality industry and 3) managerial level pathway to define principles and practices in tourism and hospitality industry.

As the number of applicants exceeded 65 thousand since the launch of the programme, three interview centers were created in Riyadh, Jeddah and Dammam to validate the documents and process the applications. The logistics and securing flights to accommodate the trainees on a weekly basis from Dammam, Riyadh and Jeddah to travel to the training institutes internationally in Marbella, Geneva, Paris, London and Glasgow was a challenge. Therefore, the local partner university, through its agreements with visa processing agencies and travel agencies in the Kingdom, secured the number of seats required to accommodate the trainees on the weekly flights.

**Impact:** By 25 December 2022, the Tourism Trailblazers programme had trained 10,011 trainees in total. Today, the Ministry of Tourism is preparing to launch the Tourism Trailblazers programme 2.0 in continuous support to the hospitality industry in the Kingdom of Saudi Arabia.

Outcomes and impact:

- Enhanced awareness about jobs in the tourism sector;
- An increase in the number of jobs in the hospitality industry: from 762,960 in December 2021 to 880,140 in December 2022; and
- Increase in the percentage of Saudis entering the hospitality industry: from 33.2% in December 2021 to 36.6% in December 2022.

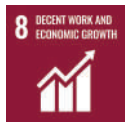
<sup>134</sup> Ministry of Tourism of the Kingdom of Saudi Arabia (n.d.), "Tousim Human Capital Development Program", online available at: <https://hcdp.mt.gov.sa/08-06-2023>.



## SINGAPORE

### SKILLS FRAMEWORK FOR TOURISM<sup>135</sup>

#### *Co-creating a Skills Framework for All*



**Challenge:** The SkillsFuture is a national movement which aims to provide Singaporeans with the opportunities to master skills and maximise their potential to secure better jobs, higher incomes and enjoy higher standards of living.

**Initiative:** The Skills Framework for Tourism was jointly developed by the national skills agency (SkillsFuture Singapore (SSG)), along with industry associations, training providers, organisations, and unions. It identifies Sector Information, Occupations and Job Roles within the sector, and existing and emerging skills required for skills and facilitate skills mastery.

**Impact:** The Framework served as a blueprint for the following groups:

- a) **Individuals** – to assess their career interests and aspirations within the sector, identify relevant training programmes to upgrade and enhance their skills, and to prepare them to take on desired job roles and opportunities within the sector.
- b) **Employers** – to recognise and understand the vital skills required for success in the tourism industry so that they may invest in training and development programmes to enhance their employees' skills and support their career progression.
- c) **Training Providers** – to gain insights on the latest sector trends and emerging skill sets that are in demand and to design and develop training programmes that cater to the specific needs of the industry.

<sup>135</sup> Skills Future, Singapore Government (n.d.), *Skills Framework for Tourism*, online available at: <https://www.skillsfuture.gov.sg/skills-framework/tourism> [16-05-2023]





## SOUTH AFRICA

### DEPARTMENT OF TOURISM STRATEGY<sup>136</sup>

#### *Tourism Development with a Focus on Broad Based Empowerment*



**Challenge:** South Africa aims to ensure that its tourism strategy promotes equitable development for various vulnerable groups.

**Initiative:** The strategy of the Department of Tourism identifies broad based empowerment as a priority within its framework. Various empowerment initiatives and incentive programmes have been implemented in this area such as: the Women Development Programme; the Tourism Equity Fund; and the Tourism Incentive Programme. All these incentive programmes have skill development aspects that are targeted to ensure inclusive tourism.

**Impact:** South Africa hopes that through this strategy, vulnerable groups across the country are empowered and equipped with skills to thrive in the sector.

<sup>136</sup> Department of Tourism, Republic of South Africa, South African Government (n.d.), 'Current Projects', online available at: <https://www.tourism.gov.za/CurrentProjects/Pages/default.aspx> [17-05-2023].



UNITED ARAB EMIRATES

TOURIST TECHGEN HACKATHON<sup>138</sup>

*Gamifying Tourism to Dispel the Sector's Negative Image*



**Challenge:** The United Arab Emirates aims to increase youth participation in the tourism sector while also decreasing the negative perception youth had of the sector.

**Initiative:** The Ministry of Economy launched the Tourism TechGen Hackathon, which worked towards a two fold goal: (i) to generate innovative new ideas for the sector and (ii) to develop the spirit of entrepreneurship in students encouraging them to work in the tourism sector.

**Impact:** The Hackathon generated over a hundred ideas from different student groups across the country; many of these students are now being considered for tourism internships and job opportunities while others feel more encouraged to build a career in tourism.

138 Cabral, A.R. (2022), 'UAE Ministry of Economy teams up with Plug and Play for tourism hackathon', *The National*, published on 10 October 2022, online available at: <https://www.thenationalnews.com/international/> [17-05-2023].

UNITED KINGDOM

HELP TO GROW: DIGITAL SCHEME<sup>139</sup>

*Upskilling digital skill sets among SMEs and community members*



**Challenge:** The United Kingdom aims to upskill and mentor local businesses to grow in their technological capabilities.

**Initiative:** The programme was launched to give 100,000 SMEs free and impartial advice on how technology can help their business and vouchers worth up to GBP 5,000 to cover up to 50% of the costs of buying pre-approved software.

**Impact:** Since its launch, the United Kingdom supported 300 local tourism businesses to build their digital capabilities.

139 G20 members and guest countries survey for the preparation of the Roadmap.







# PRIORITY AREA 4 TOURISM MSMEs

## CASE STUDIES

### EGYPT

#### MASHREQ TOURISM INCUBATOR<sup>140</sup>

##### *Incentivizing MSME innovation*



**Challenge:** Egypt aims to provide greater support for startups and MSMEs within the tourism sector seeking to explore new ideas and ways of working.

**Initiative:** In partnership with the AAST Entrepreneurship Center, Egypt launched the Mashreq Tourism Incubator to offer comprehensive support to established and innovative startup ideas to accelerate the growth of these entrepreneurial businesses along the various levels of startup maturity.

**Impact:** The initiative supported 19 startups through 56 mentor training sessions and received USD 300,000 in investments to support future efforts.

### INDONESIA

#### 'BANGGA BUATAN INDONESIA' NATIONAL MOVEMENT

##### *Facilitating the development of digital-based MSME ecosystems and promoting local products*

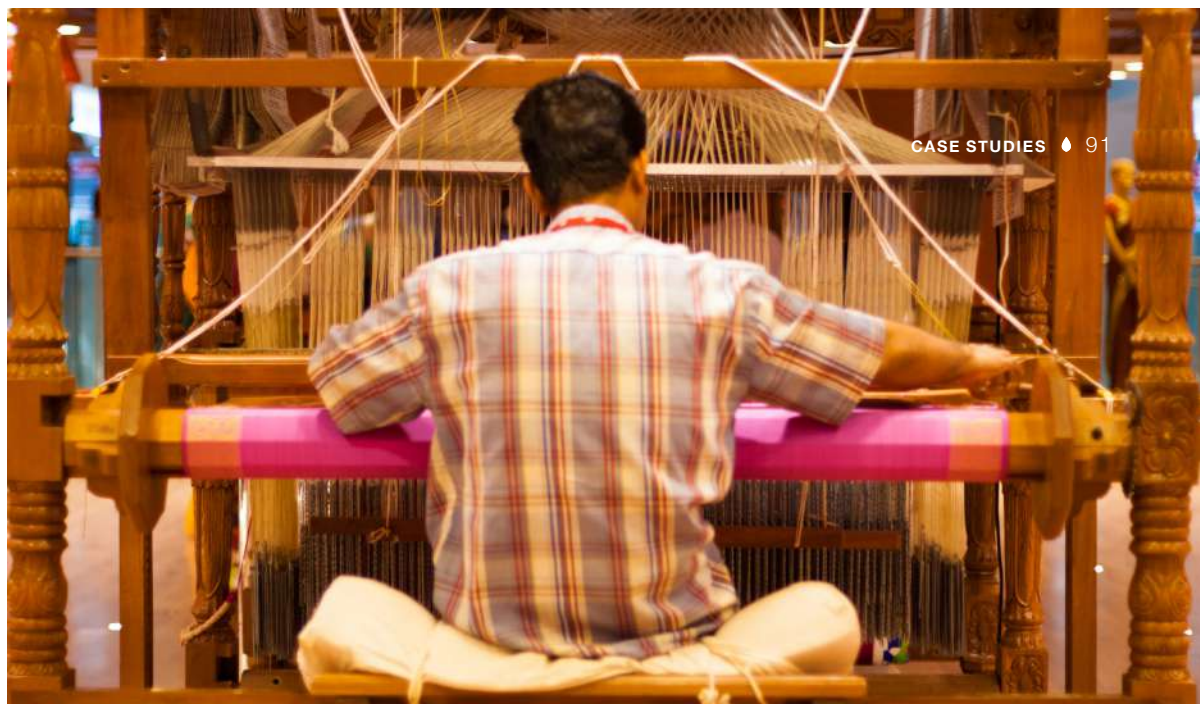


**Challenge:** The Covid-19 pandemic that struck Indonesia in 2020 has changed into a multidimensional crisis. The multidimensional nature of the current crisis means that it affects all of the national sectors, including the economy. The tourism sector, as one of the economic and micro-, small and medium-sized enterprises' (MSMEs) drivers in Indonesia, is also affected by the crisis.

**Initiative:** The 'Bangga Buatan Indonesia' (BBI) National Movement is a program of the Government of Indonesia that aims to facilitate the development of digital-based MSME ecosystems so they can be more advanced.

**Impact:** In 2020, the 'Bangga Buatan Indonesia' (BBI) National Campaign has invited more than 3.8 million creative actors and MSMEs onboarding to e-commerce platform.

140 Arab Academy for Science, Technology & Maritime Transport – Entrepreneurship Center (n.d.), *Mashreq Tourism Incubator*, Cairo, online available at: [http://ec.aast.edu/contenttemp.php?page\\_id=48200091](http://ec.aast.edu/contenttemp.php?page_id=48200091) [26-04-2023]



## REPUBLIC OF KOREA

### CONNECT TOURISM

*Cultivating collaboration between MSMEs*



**Challenge:** The Republic of Korea aims to address the lack of collaboration and resource gaps that MSMEs typically have.

**Initiative:** In partnership with the Korea Technology Finance Corporation, the Republic of Korea developed a multilateral collaboration network to connect startups, small and medium enterprises, and venture capitalists.

**Impact:** The initiative resulted in a thriving collaboration network between tourism companies that has led to cooperation between 170 destinations, including 103 tourism ventures, 20 travel companies, 29 local governments and 18 investments companies.

## RUSSIAN FEDERATION

### MOTHER ENTREPRENEUR PROJECT

*Promoting entrepreneurship for women with children or on maternity leave*



**Challenge:** Russia aims to provide necessary support to women entrepreneurs in order to increase their participation in the different sectors of economy, including tourism.

**Initiative:** The Ministry of Economic Development of the Russian Federation this year relaunches the updated Mother Entrepreneur Project to help women with children or on maternity leave start their own business. The project includes a special grant for implementing business project, created by participants during the series of the business trainings.

**Impact:** To date, the project attracted over 7000 women, 247 of them became winners and got special grants. Within the framework of the program, 255 trainings were held.



# PRIORITY AREA 5 DESTINATION MANAGEMENT

## CASE STUDIES



### JAPAN

#### INDICATORS FOR SUSTAINABLE TOURISM

##### *Promoting indicator-based destination management*



**Challenge:** Japan aims to achieve sustainable tourism destination management tailored to the conditions of each community.

**Initiative:** Japan Tourism Agency developed the “Japan Sustainable Tourism Standard for Destinations (JSTS-D)”, with indicators that promote sustainable tourism tailored to the conditions of Japan and the implementation of JSTS-D in communities through providing opportunities of training and dispatching advisors. A reference is made in the “Tourism Nation Promotion Basic Plan” approved in March 2023 of increasing the number of communities working toward sustainable tourism.



## NETHERLANDS

GUIDELINES ON DESTINATION MANAGEMENT<sup>141</sup>

*Contributing to quality of life for residents and visitors*



**Challenge:** The Netherlands aims to work towards a conscious destination where tourism has a positive impact in the economy, local communities and local environment through destination management.

**Initiative:** 'The 7 steps of effective destination management' is a guideline that works towards integral customization, perfectly tailored to local dynamics. Destination management refers to all efforts, which in conjunction with each other, are aimed at maximizing the positive impact of the hospitality domain for a city or region.

**Impact:** The positive impact consists of social, environmental and economic value. Destination management contributes to quality of life for residents, optimization of visitor experiences and a future-proof sector for entrepreneurs and employees.

## UNITED STATES OF AMERICA

RECREATION ECONOMY FOR RURAL COMMUNITIES<sup>142</sup>

*Letting Communities Lead their own Tourism Practices*



**Challenge:** The United States of America aims to increase rural and small-town tourism by supporting local communities to take initiative over their own tourism development.

**Initiative:** The Recreation Economy for Rural Communities planning assistance programme helps rural communities and small towns leverage the power of the growing outdoor recreation economy. The programme helps communities build their tourism economies while also conserving natural resources and directing reinvestment in main streets to improve human health and the environment.

**Impact:** This programme helped foster community revitalization, protect air and water quality and support economic growth and diversification for equitable and sustainable destination management.

141 'The 7 steps of effective destination management' online available at: <https://www.nbtc.nl/en/site/download/two-pager-destination-management.htm?disposition=inline> [30-05-2023]

142 United States Environmental Protection Agency (2022), *Recreation Economy for Rural Communities*, online available at: <https://www.epa.gov/smartgrowth/recreation-economy-rural-communities> [26-04-2023]

# REFERENCES AND BIBLIOGRAPHY

- Arab Academy for Science, Technology & Maritime Transport Entrepreneurship Center** (n.d.), Mashreq Tourism Incubator, Cairo, online available at: [http://ec.aast.edu/contenttemp.php?page\\_id=48200091](http://ec.aast.edu/contenttemp.php?page_id=48200091) [26-04-2023]
- bycep** (2022), 'Tourism Hackathon – Nigeria 2022', online available at: <https://bycep.co/tourism-hackathon/> [26-04-2023].
- Cabral, A.R.** (2022), 'UAE Ministry of Economy teams up with Plug and Play for tourism hackathon', *The National*, published on 10 October 2022, online available at: <https://www.thenationalnews.com/international/> [17-05-2023].
- Centro de Ciências Sociais Aplicadas** (n.d.), online available at: [https://ccsa.ufrn.br/portal/?page\\_id=13633](https://ccsa.ufrn.br/portal/?page_id=13633) [23-05-2023]
- COP13, United Nations Biodiversity Conference** (2016), Cancun Declaration on mainstreaming the conversation and sustainable use of biodiversity for well-being, UN, online available at: <https://www.cbd.int/cop/cop-13/hls/cancun%20declaration-en.pdf> [24-04-2023]
- Department Tourism Republic of South Africa, South African Government** (n.d.), Youth Training and Development Programmes, online available at: [https://www.tourism.gov.za/CurrentProjects/Youth%20Skills%20Programme/Pages/Youth\\_Skills\\_Programme.aspx-2021](https://www.tourism.gov.za/CurrentProjects/Youth%20Skills%20Programme/Pages/Youth_Skills_Programme.aspx-2021) [26-04-2023]
- Dutta, Saptarshi** (2017), 'This Is Asia's 'Cleanest Village' And It Is In India', NDTV, online available at: <https://swachhindia.ndtv.com/> [26-04-2023]
- European Union** (2016), 'Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation)', *Official Journal of the European Union*, EU, online available at: <https://eur-lex.europa.eu/homepage.html> [26-04-2023].
- French Ministry of Finance, Government of France** (n.d.), *DATAtourisme*, online available at: <https://www.datatourisme.fr/> [26-04-2023]
- G20 2023 India** (n.d.), 'Logo & Theme', online available at: <https://www.g20.org/en/g20-india-2023/logo-theme/> [12-03-2023].
- Global Tourism Plastics Initiative** (2021), *Addressing pollution from single-use plastic products: A Life Cycle Approach – Key messages for tourism businesses*, UNEP, UNWTO and Ellen MacArthur Foundation, online available at: [www.unwto.org](http://www.unwto.org) [15-05-2023].
- High Level Panel for a Sustainable Ocean Economy** (2023), 'Joint Leaders Statement on Sustainable coastal and Marine Tourism: Supporting Climate, Biodiversity, and Sustainable Ocean Economies', online available at: <https://oceanpanel.org/joint-leaders-statement-on-sustainable-coastal-and-marine-tourism-supporting-climate-biodiversity-and-sustainable-ocean-economies/> [17-05-2023].
- Intergovernmental Panel on Climate Change** (2023), *IPCC Sixth Assessment Cycle Report*, IPCC., online available at: <https://www.ipcc.ch/report/ar6/syr/> [26-04-2023]
- International Labour Organization** (1989), 'Indigenous and Tribal Peoples Convention, 1989 (No. 169)', ILO, online available at: [https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_ILO\\_CODE:C169](https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C169) [26-04-2023]
- International Labour Organization** (2022), 'Technical meeting on COVID-19 and sustainable recovery in the tourism sector', TMSRTS/2022/8, meeting held on 25-29 April 2022, ILO, Geneva, p. 3, online available at: [www.ilo.org](http://www.ilo.org) [17-05-2023]
- International Labour Organization** (2023), *World Employment and Social Outlook Trends 2023*, ILO, Geneva, online available at: [https://www.ilo.org/global/research/global-reports/weso/WCMS\\_865332/lang--en/index.htm](https://www.ilo.org/global/research/global-reports/weso/WCMS_865332/lang--en/index.htm) [30-05-2023]
- International Telecommunication Union** (2021), *Connectivity in the Least Developed Countries: Status report 2021*, ITU, Geneva, online available at: <https://www.itu.int/en/Pages/default.aspx> [26-04-2023]
- International Telecommunication Union** (n.d.), *The gender digital divide*, ITU, online available at: <https://www.itu.int/itu-d/reports/statistics/2022/11/24/ff22-the-gender-digital-divide/> [26-04-2023]
- International Telecommunication Union and United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLS)** (2021), *Connectivity in the Least Developed Countries: Status report 2021*, ITU Publications, online available at: <https://www.un.org/ohrls/news/connectivity-least-developed-countries-status-report-2021> [26-04-2023]

- Kerala Tourism** (n.d.), 'Responsible Tourism – Kumarakom Model', online available at: <https://www.keralatourism.org/> [17-05-2023].
- Mastercard Data Service** (n.d.), 'Test & Learn', online available at: <https://www.mastercardservices.com/en/solutions/data-networks/test-learn> [09-06-2023].
- Ministero del Turismo, Government of Italy** (2022), *COSME project for the development of sustainable development and the capacity of tourism of SMES*, Italy, online available at: <https://www.ministeroturismo.gov.it/progetto-cosme-per-lo-sviluppo-del-turismo-sostenibile-e-la-capacita-delle-pmi-turistiche/> [26-04-2023]
- Ministry of Industry, Trade and Tourism, Government of Spain** (2022), *Smart Tourist Destinations Networks*, Sociedad Mercantil Estatal para la Gestión de la Innovación y las Tecnologías Turísticas, S.A.M.P., Madrid, online available at: <https://www.destinosinteligentes.es/en/> [26-04-2023].
- Ministry of Land, Infrastructure, Transport and Tourism** (2022), *Efforts to Decarbonize Aviation – Carbon Neutral Skies*, Tokyo, online available at: [https://www.mlit.go.jp/koku/koku\\_tk8\\_000007.html](https://www.mlit.go.jp/koku/koku_tk8_000007.html) [26-04-2023]
- Ministry of Tourism of the Kingdom of Saudi Arabia** (n.d.), 'Tousim Human Capital Development Program', online available at: <https://hcdp.mt.gov.sa/> [08-06-2023].
- Mlambo-Ngcuka, P. and Albrechtsen, A.-B.**, 'Opinion: We cannot allow COVID-19 to reinforce the digital gender divide', Devex, online available at: <https://www.devex.com/news/opinion-we-cannot-allow-covid-19-to-reinforce-the-digital-gender-divide-97118> [26-04-2023]
- Modak, P.** (2022), *India's 2023 G20 Presidency: What to Expect?*, Boston University Global Development Policy Center, online available at: <https://www.bu.edu/gdp/2022/11/29/indias-2023-g20-presidency-what-to-expect/> [24-04-2023]
- Netherlands Board of Tourism & Conventions** (2022), *Netherlands – The Road to Climate-Neutral Tourism*, online available at: <https://www.nbtc.nl/en/> [17-05-2023].
- One Planet Sustainable Tourism Programme** (2020), *One Planet Vision for a Responsible Recovery of the Tourism Sector*, UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [17-05-2023].
- Organisation for Economic Co-operation and Development** (2015), *Supporting Quality Jobs in Tourism*, OECD, Paris.
- Organisation for Economic Co-operation and Development** (2020), *Safe and seamless travel and improved traveller experience: OECD Report to G20 Tourism Working Group*, OECD Tourism Papers, No. 2020/02, OECD Publishing, Paris, DOI: <https://doi.org/10.1787/d717f6ea-en>
- Organisation for Economic Co-operation and Development** (2021), *G20 Rome guidelines for the future of tourism: OECD Report to G20 Tourism Working Group*, OECD Tourism Papers, No. 2021/03, OECD Publishing, Paris, DOI: <https://doi.org/10.1787/d11080db-en>
- Organisation of Economic Co-operation and Development** (2021), *The Digital Transformation of SMEs, Policy Highlights*, OECD, Paris, available online at: <https://www.oecd.org/industry/smes/PH-SME-Digitalisation-final.pdf> [30-05-2023]
- Organization of Economic Co-operation and Development** (2022), *Maximising synergies between tourism and cultural and creative sectors – Discussion Paper for the G20 Tourism Working Group*, OECD, Paris, online available at: <https://t4.oecd.org/cfe/leed/OECD-G20-TWG-Discussion-Paper-Tourism-Cultural-Creative-Sectors.pdf> [06-06-2023].
- Organisation for Economic Co-operation and Development** (2022), *OECD Tourism Trends and Policies 2022*, OECD Publishing, Paris, DOI: <https://doi.org/10.1787/a8dd3019-en>.
- Singapore Tourism Board** (n.d.), *Singapore Hotel Sustainability Roadmap*, Singapore Tourism Board, Singapore, online available at: <https://www.stb.gov.sg/content/stb/en.html> and [https://www.stb.gov.sg/content/dam/stb/documents/mediareleases/Sustainability%20Roadmap%20Infographics\\_final.pdf](https://www.stb.gov.sg/content/dam/stb/documents/mediareleases/Sustainability%20Roadmap%20Infographics_final.pdf) [16-05-2023]
- Skills Future, Singapore Government** (n.d.), *Skills Framework for Tourism*, online available at: <https://www.skillsfuture.gov.sg/skills-framework/tourism> [16-05-2023]
- Tadoba-Andhari Tiger Reserve** (n.d.), 'About us', online available at: <https://mytadoba.org/about-us/> [16-05-2023].
- The World Bank** (2020), *Digital Regulation Handbook*, International Telecommunications Union and the World Bank, Geneva, online available at: [https://www.itu.int/dms\\_pub/itu-d/opb/pref/D-PREF-TRH.1-2020-PDF-E.pdf](https://www.itu.int/dms_pub/itu-d/opb/pref/D-PREF-TRH.1-2020-PDF-E.pdf) [26-04-2023]
- Tian, D.; Guo, X.; Wang, P.** (2021), 'Innovation Vouchers and the Sustainable Growth of High-Tech SMEs: Evidence from China', *Sustainability*, 2021, 13 (20), 11176, DOI: <https://doi.org/10.3390/su132011176>



- Times News Service** (2023), 'OMRAN Group Launches 'Najm' to Employ 250 Omani Graduates', *Times of Oman*, online available at: <https://timesofoman.com/article/126563-omran-group-launches-najm-to-employ-250-omani-graduates> [30-05-2023]
- United Nations** (2020), Secretary-General's Policy Brief on Tourism and COVID-19, UN, New York, online available at: <https://www.unwto.org/tourism-and-covid-19-unprecedented-economic-impacts> [24-04-2023]
- United Nations** (2022), 'Ambitious Action Key to Resolving Triple Planetary Crisis of Climate Disruption, Nature Loss, Pollution, Secretary-General Says in Message for International Mother Earth Day', press release, SG/SM/21243, published 21 April 2022, online available at: <https://press.un.org/en/2022/sgsm21243.doc.htm> [04-06-2023].
- United Nations** (2022), 'First Person: Sharing indigenous knowledge with tourists', *UN News*, online available at: <https://news.un.org/en/story/2022/08/1125362> [26-04-2023]
- United Nations** (2022), *The Sustainable Development Goals Report 2022*, UN, New York, online available at: <https://unstats.un.org/sdgs#> [12-05-2023]
- United Nations** (n.d.), 'Voluntary National Reviews', United Nations High-Level Political Forum, online available at: <https://hlpf.un.org/vnrs> [24-04-2023]
- United Nations Development Programme and Oxford Poverty and Human Development Initiative** (2022), *2022 Global Multidimensional Poverty Index (MPI): Unpacking deprivation bundles to reduce multidimensional poverty*, UN, New York.
- United Nations Environment Programme** (2003), *A manual for water and waste water management: what the tourism industry can do to improve its performance*, UNEP, online available at: <https://wedocs.unep.org> [26-04-2023]
- United Nations Environment Programme** (2021), *Air Pollution Note – Data you need to know*, online available at: <https://www.unep.org/interactive/air-pollution-note/> [24-04-2023]
- United Nations Environment Programme** (2022), *Global Status Report for Buildings and Construction*, UNEP, Paris.
- United Nations Environment Programme** (n.d.), 'Beyond GDP: making nature count in the shift to sustainability', UNEP, Nairobi, online available at: <https://www.unep.org/news-and-stories/story/beyond-gdp-making-nature-count-shift-sustainability> [04-06-2023].
- United Nations – General Assembly of the United Nations** (2022), 'Resolution of the 77th Session, 'Resolution 77/178 – Promotion of sustainable and resilient tourism, including ecotourism, for poverty eradication and environment protection', online available at: <https://www.un.org/en/ga/77/resolutions.shtml> [15-05-2023].
- United States Environmental Protection Agency** (2022), *Recreation Economy for Rural Communities*, online available at: <https://www.epa.gov/smartgrowth/recreation-economy-rural-communities> [26-04-2023]
- World Economic Forum** (2022), *The Global Risks Report 2022, 17th Edition*, World Economic Forum, Geneva, online available at: <https://www.weforum.org> [15-05-2023].
- Working Programme of the National Tourism Strategy:** <https://www.bmwk.de/Redaktion/DE/Publikationen/Tourismus/nachhaltigen-tourismus-wettbewerbsfaehig-gestalten.html>
- World Tourism Organization** (1999), *Global Code of Ethics for Tourism*, UNWTO, online available at: <https://www.unwto.org/global-code-of-ethics-for-tourism> [12-05-2023].
- World Tourism Organization** (2007), *A Practical Guide to Tourism Destination Management*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284412433>
- World Tourism Organization** (2018), *Tourism for Development – Volume I: Key Areas for Action*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284419722>
- World Tourism Organization** (2018), *Tourism for Development – Volume II: Good Practices*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284419746>
- World Tourism Organization** (2019), *Global Report on Women in Tourism – Second Edition*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284420384>
- World Tourism Organization** (2019), *Recommendations on Sustainable Development of Indigenous Tourism*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284421299>.
- World Tourism Organization** (2019), *UNWTO Guidelines for Institutional Strengthening of Destination Management Organizations (DMOs) – Preparing DMOs for new challenges*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284420841>
- World Tourism Organization** (2019), *UNWTO Tourism Definitions*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284420858>.
- World Tourism Organization** (2020), *AIUa Framework for Inclusive Community Development through Tourism*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422159>
- World Tourism Organization** (2020), *Supporting Jobs and Economies through Travel & Tourism – A Call for Action to Mitigate the Socio-Economic Impact of COVID-19 and Accelerate Recovery*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284421633>
- World Tourism Organization** (2020), *UNWTO Inclusive Recovery Guide – Sociocultural Impacts of Covid-19, Issue I: Persons with Disabilities*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422296>

- World Tourism Organization** (2021), 'Empowering Indigenous Communities to Drive Tourism's Recovery', UNWTO, Madrid, online available at: <https://www.unwto.org/news/empowering-indigenous-communities-to-drive-tourism-s-recovery> [24-04-2023]
- World Tourism Organization** (2021), 'G20 Ministers Welcome UNWTO Recommendations for Tourism's Green Transformation', *News*, published 4 May 2021, UNWTO, online available at: <https://www.unwto.org/news/g20-ministers-welcome-unwto-recommendations-for-tourism-s-green-transformation> [26-04-2023]
- World Tourism Organization** (2021), *International Tourism Highlights, 2020 Edition*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422456>.
- World Tourism Organization** (2021), *Recommendations for the Transition to a Green Travel and Tourism Economy*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422814>
- World Tourism Organization** (2021), 'The Glasgow Declaration on Climate Action in Tourism', UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [24-04-2023]
- World Tourism Organization** (2021), *UNWTO Inclusive Recovery Guide – Sociocultural Impacts of Covid-19, Issue 2: Cultural Tourism*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422579>
- World Tourism Organization** (2021), *UNWTO Inclusive Recovery Guide – Sociocultural Impacts of Covid-19, Issue 3: Women in tourism*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422616>
- World Tourism Organization** (2021), *UNWTO Inclusive Recovery Guide – Sociocultural Impacts of Covid-19, Issue 4: Indigenous Communities*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422852>
- World Tourism Organization** (2021), *UNWTO Investment Guidelines – Enabling Frameworks for Tourism Investment*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422685>
- World Tourism Organization** (2021), *UNWTO Investment Guidelines Series A: Travel and Tourism Tech Startup Ecosystem and Investment Landscape*, UNWTO, Madrid, online available at: <https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2021-06/travel-and-tourism-tech-startup-ecosystem-and-investment-landscape.pdf> [26-04-2023]
- World Tourism Organization** (2022), 'From Crisis to Transformation', online available at: <https://www.unwto.org/reports/from-crisis-to-transformation/index.html> [26-04-2023]
- World Tourism Organization** (2022), *G20 Bali Guidelines for Strengthening Communities and MSMEs as Tourism Transformation Agents – A People-centred Recovery*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284423828>
- World Tourism Organization** (2022), *Measuring the Sustainability of Tourism – Learning from Pilots*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284424061>.
- World Tourism Organization** (2022), 'Statistical Framework for Measuring the Sustainability of Tourism (SF-MST)', UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [26-04-2023]
- World Tourism Organization** (2022), *UNWTO Tourism Education Guidelines*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284423941>
- World Tourism Organization** (2023), *Climate Action in the Tourism Sector – An overview of methodologies and tools to measure greenhouse gas emissions*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284423927>
- World Tourism Organization** (2023), *Survey on the Gendered Impact of the COVID-19 Pandemic on Tourism Employment*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284424429>.
- World Tourism Organization** (n.d.), 'Centre Stage Project', UNWTO, Madrid, online available at: <https://www.unwto.org/centre-stage-project-womens-empowerment-during-the-covid19-recovery> [26-04-2023]
- World Tourism Organization** (n.d.), 'Digital Transformation', UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [25-04-2023]
- World Tourism Organization** (n.d.), *EU Guidebook on Sustainable Tourism for Development*, UNWTO, Madrid, online available at: <https://www.unwto.org/EU-guidebook-on-sustainable-tourism-for-development> [24-04-2023]
- World Tourism Organization** (n.d.), 'Global Tourism Plastics Initiative', UNWTO, online available at: <https://www.unwto.org/sustainable-development/global-tourism-plastics-initiative> [26-04-2023]
- World Tourism Organization** (n.d.), 'Global Roadmap for food waste reduction in the tourism sector', UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [26-04-2023]
- World Tourism Organization** (n.d.), 'Policy and Destination Management', UNWTO, Madrid, online available at: <https://www.unwto.org/policy-destination-management> [25-04-2023]
- World Tourism Organization** (n.d.), 'Tourism and COVID-19 – unprecedented economic impacts', UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [24-04-2023].
- World Tourism organization** (n.d.), 'Travel and Tourism Tech Startup Ecosystem and Investment Landscape', UNWTO, online available at: <https://www.unwto.org/travel-and-tourism-tech-startup-ecosystem-and-investment-landscape> [25-04-2023]
- World Tourism Organization** (n.d.), 'Transforming tourism for climate action', UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [24-04-2023]
- World Tourism Organization** (n.d.), 'UNWTO Digital Futures Programme for Small and Medium-sized Enterprise (SMES)', UNWTO, online available at: <https://www.unwto.org/digitalfutures> [25-04-2023]

- World Tourism Organization** (n.d.), 'UNWTO/IATA Destination Tracker – Easy Travel', dashboard, UNWTO, Madrid, online available at: [www.unwto.org](http://www.unwto.org) [06-06-2023].
- World Tourism Organization** (n.d.), 'UNWTO International Network of Sustainable Tourism Observatories', UNWTO, Madrid, online available at: <https://www.unwto.org/sustainable-development/unwto-international-network-of-sustainable-tourism-observatories> [23-05-2023]
- World Tourism Organization** (n.d.), 'UNWTO Tourism Online Academy', UNWTO, Madrid, online available at: <https://www.unwto-tourismacademy.ie.edu/> [19-05-2023].
- World Tourism Organization and International Transport Forum** (2019), *Transport-related CO<sub>2</sub> Emissions of the Tourism Sector – Modelling Results*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284416660>
- World Tourism Organization; Normación Española (UNE) and Fundación ONCE** (n.d.), *How to apply ISO Standard 21902 – Accessible tourism for all*, online available at: [https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2022-11/TurismoynormalING\\_ACC%20\(1\).pdf?VersionId=RCIN5N536pg6QjGz\\_d7RqIKfsS.PILMo](https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2022-11/TurismoynormalING_ACC%20(1).pdf?VersionId=RCIN5N536pg6QjGz_d7RqIKfsS.PILMo) and companies [https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2023-01/Accessible%20Tourism%20for%20all\\_ACC.pdf?VersionId=8pzBP7FQs84agEr4s4UJGrf1bXxG83JI](https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2023-01/Accessible%20Tourism%20for%20all_ACC.pdf?VersionId=8pzBP7FQs84agEr4s4UJGrf1bXxG83JI) can create accessible experiences [04-06-2023].
- World Tourism Organization and United Nations Development Programme** (2017), *Tourism and the Sustainable Development Goals – Journey to 2030, Highlights*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284419340>
- World Tourism Organization and United Nations Environment Programme** (2019), *Baseline Report on the Integration of Sustainable Consumption and Production Patterns into Tourism Policies*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284420605>
- World Tourism Organization and World Indigenous Tourism Alliance** (2023), *Compendium of Good Practices in Indigenous Tourism – Regional Focus on the Americas*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284424184>
- World Travel & Tourism Council** (2022), *Nature Positive Travel & Tourism: Travelling in Harmony with Nature*, WTTC, London, online available at: <https://wtcc.org> [15-05-2023].
- World Travel & Tourism Council** (2022), *Travel & Tourism: Economic Impact 2022*, WTTC, London, online available at: <https://wtcc.org/Portals/0/Documents/EIR/EIR2022-global-infographic-2pager-080622.pdf?ver=2022-06-14-183513-303> [24-04-2023]
- World Travel & Tourism Council and Ministry of Tourism Kingdom of Saudi Arabia** (2022), *Environmental and Social Research: Travel & Tourism's Climate Footprint*, World Travel & Tourism Council: Environmental and Social Research, online available at: <https://wtcc.org/Portals/0/Documents/Infographics/WTTC-Environmental-and-Social-Research-NovemberReveal-271122.pdf> [25-04-2023]



**Photo credits:**

Cover page	Brihadeshwara Temple	Page 57	Nainital Market, Nainital
Back page	© Ministry of Tourism, Government of India	Page 63	Dhuandhar Falls, Jabalpur
Pages 2   3	Stone Chariot, Hampi, Karnataka	Page 66	Water sports at Bangaram Island, Lakshwadeep
Page 4	© Ministry of Tourism, Government of India	Page 69	© Ministry of Tourism, Government of India
Page 5	© World Tourism Organization	Page 71	Great Rann of Kutch
Pages 6   7	Jal Mahal, Jaipur	Page 72	Indian Cuisine
Page 8   9	© Ministry of Tourism, Government of India	Page 73	© Ministry of Tourism, Government of India
Page 16	Goa, Arambol (Harmal) Beach. Photo by McCann Erickson.	Page 74	Varanasi, Uttar Pradesh
Page 18	© Ministry of Tourism, Government of India	Page 76	© Ministry of Tourism, Government of India
Pages 20   21	Statue of Unity, Gujarat	Page 77	Arjuna's Penance
Page 22   23	© Ministry of Tourism, Government of India	Page 78	© Ministry of Tourism, Government of India
Page 24	Goa, Chandor. Photo by McCann Erickson.	Page 79	Dhamek Stupa, Sarnath, Uttar Pradesh
Page 27	© Ministry of Tourism, Government of India	Page 80	© Ministry of Tourism, Government of India
Page 30	Ancient Leh Palace, Leh	Page 83	Madan Mohan Temple, Vrindavan, Uttar Pradesh
Page 37	© Ministry of Tourism, Government of India	Page 84	© Ministry of Tourism, Government of India
Page 38	Goa, Chapel of St Catherine. Photo by McCann Erickson.	Page 86	Living Root Bridge, Meghalaya
Page 39	© Ministry of Tourism, Government of India	Page 87	© Ministry of Tourism, Government of India
Page 45	Sun Temple, Kornark	Page 88	Goa, tropical view to the Sweet Lake on Arambol beach
Pages 46   47	© Ministry of Tourism, Government of India	Page 89	© Byheaven87   Dreamstime.com
Page 48	Goa, Basilica of Bom Jesus. Photo by McCann Erickson.	Page 91	Bastar Wood Carving
Page 49	© Ministry of Tourism, Government of India	Page 92	© Ministry of Tourism, Government of India
Page 55	Bum La Pass, Tawang, Arunachal Pradesh		Goa. Photo by McCann Erickson.
	© Ministry of Tourism, Government of India		© Ministry of Tourism, Government of India
	Goa, old lady making garland of flowers.		Goa, Corjuem Fort. Photo by McCann Erickson.
	© Anyacola   Dreamstime.com		© Ministry of Tourism, Government of India
	Khidrapur Kohlapur, Maharashtra		Goa, Carpet of Joy. Photo by McCann Erickson.
	© Ministry of Tourism, Government of India		© Ministry of Tourism, Government of India
	Digital marketing and business technology		Traditional sari weaving, Tirunelveli, India
	© Pop Nukoonrat   Dreamstime.com		© Pius Lee   Dreamstime.com
	Abstract nature © Artjuli933   Dreamstime.com		Rani Ka Vav, Gujarat
	Edakkal Caves, Wayanad, Kerala		© Ministry of Tourism, Government of India
	© Ministry of Tourism, Government of India		
	Goa, Palolem Beach. Photo by McCann Erickson.		
	© Ministry of Tourism, Government of India		
	Skill training in IHM Pusa		
	© Ministry of Tourism, Government of India		

For the development of this document, UNWTO worked in close collaboration with the Global Development Initiative at the Centre for Public Impact, a global not-for-profit organization that acts as a learning partner for governments, public servants and the diverse network of changemakers who are leading the charge to reimagine government so that it works for everyone.

Copyright © 2023, World Tourism Organization (UNWTO)

**Goa Roadmap for Tourism as a Vehicle for Achieving the Sustainable Development Goals**

ISBN (printed version): 978-92-844-2443-6

ISBN (electronic version): 978-92-844-2444-3

DOI: 10.18111/9789284424443

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

First published: 2023

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](http://www.unwto.org)

E-mail: [info@unwto.org](mailto: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.

**Citation:**

World Tourism Organization (2023), *Goa Roadmap for Tourism as a Vehicle for Achieving the Sustainable Development Goals*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284424443>.

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](http://www.cedro.org)

E-mail: [cedro@cedro.org](mailto: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](http://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](http://www.unwto.org/unwto-publications).