Tourism and Rural Development: Building Opportunity for Sustainable Growth and Job Creation
Session 1. Governance and Community Engagement for an Enhanced Rural Development
Challenges in Rural Areas

Rural flight
Youth in rural communities are more likely to be unemployed and therefore they migrate to cities. By 2050, 68% of world population will live in urban areas.

Cultural lost
Local customs, heritage and cultural identity will be at risk if there is no local people to preserve it and pass it on the next generations.

'Digital Divide'
Rural areas are less equipped in terms of technology and innovations. They have to face the gap existing compared to urban destinations.

Economic Diversity
The relative lack of economic diversity makes rural areas very vulnerable to surviving a mondial crisis such as the one we are living now.
### 2020 January-August International Tourist Arrivals

#### World

- **World 2019:** 1.5 Billion (+4%)
- **January-August 2020:** -70%

#### Americas

- **2019:** 219 Million (+2%)
- **January-August 2020:** -65%

#### Europe

- **2019:** 744 Million (+4%)
- **January-August 2020:** -68%

#### Africa

- **2019:** 71 Million (+3%)
- **January-August 2020:** -69%

#### Middle East

- **2019:** 65 Million (+8%)
- **January-August 2020:** -69%

#### Asia & The Pacific

- **2019:** 360 Million (+4%)
- **January-August 2020:** -79%

*Source: World Tourism Organization (UNWTO), October 2020*
 ESTIMATED IMPACT
JANUARY-AUGUST 2020


YTD RESULTS AND SCENARIOS

Note: These scenarios are not forecasts. They represent alternative monthly % change in arrivals based on the gradual opening of national borders and lifting of travel restrictions on different dates; still subject to high uncertainty (as of 7 May 2020)

* Actual data through August includes estimates for countries which have not yet reported results.
Dotted blue line corresponds to UNWTO estimates for September 2020

MAY 2020 SCENARIOS

SCENARIO 1: -58%
SCENARIO 2: -70%
SCENARIO 3: -78%
ACTUAL DATA *
SEPT. ESTIMATE

ANNUAL CHANGE

( Y-O-Y MONTHLY CHANGE, % )

JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC

-100 -97 -97 -81 -79 -71 -65 -40 -20 0 20 40 60 80 100
COVID-19: Threat vs. Opportunity

Even though tourism activity has been hit hard by the pandemic at all levels, it is a good moment to put in place models focused on the empowerment and engagement of local communities, inclusion and the preservation of local and cultural resources.
Domestic tourism will have the first impact in tourism recovery. Travellers’ demand for new experiences offers immense opportunities for economic revitalization. Employment opportunities (decent and fair jobs) for women and young people. Public sector investment will attract private sector investors. Same technology and innovation access as in urban destinations. Promoting tourism in rural areas helps reduce pressure on more visited locations in cities.
AIULA FRAMEWORK FOR INCLUSIVE COMMUNITY DEVELOPMENT THROUGH TOURISM

FOR WHOM
Which communities?

BY WHOM
Which stakeholders?

MEASURING
Outcomes and impact

NEW FRONTIERS
Through innovation and digital transformation
Governance is how society or groups within it, organize to make decisions.
PILLARS OF ACTION

PILLAR 1 EMPOWER
- Community participation
- Education and skills
- Women’s empowerment & leadership

PILLAR 2 SAFEGUARD
- Climate change response
- Efficient resources management
- Safeguarding heritage
- Measuring, monitoring & crisis preparedness

PILLAR 3 PROSPER
- Innovation and entrepreneurship
- Tourism infrastructure
- Co-creation of sustainable tourism products
- Inclusive Master Planning

PILLAR 4 COLLABORATE
- Transversal: across Govern.
- Vertical: public, private & community regional/local stakeholders
GENERAL RECOMMENDATIONS

1. Enhance international cooperation through tourism
2. Inclusive community development at the core of tourism policies
3. Integrated approach to inclusive community development
4. Public-Private-Community Partnerships (PPCPs)
5. Tourism value chain development to empower local communities
6. Support the development of smart destinations
7. Align with the 2030 Agenda for Sustainable Development
8. Evidence-based policy and management (MST Framework)
9. Promote human capital development through targeted policies
GENERAL RECOMMENDATIONS

10. Assist communities in accessing funds
11. Strengthen the role of development assistance and financing
12. Promote decent work
13. Mainstream gender at all levels
14. Engage with all stakeholders
15. Engage in consultative processes with communities
16. Encourage innovation and digital transformation
17. Support equitable and sustainable business practices
18. Promote resilience through diversification and social protection
11 RECOMMENDATIONS FOR GOVERNMENTS

PILLAR 1 EMPOWER
- Community consultation on projects, products & services
- Capacity building for women & marginalized groups
- Incentivize female leadership
- Promote decent work
- Facilitate & improve tourism value chains
- Engaged with the Measuring the Sustainability of Tourism (MST) framework
- Enable communities to adopt ICT developments
- Ensure community representation in DMOs

PILLAR 2 SAFEGUARD
- Develop MST framework
- Develop Sustainable Tourism Observatories & engage with UNWTO International Network
- UNWTO ‘Recom. for action on plastic pollution during COVID-19 recovery’.
- Develop smart destinations.
- If not possible use GIS in master planning and management
- Develop tested & mature crisis management mechanisms.

PILLAR 3 PROSPER
- Promote entrepreneurial innovation & digital transformation (women, youth & vulnerable groups)
- Assess market capacity & expand demand at early stages
- Monitor gender-disaggregated data
- Monitor impacts on residents’ wellbeing
- Support equitable, diverse & sustainable enterprises & practices
- Improve conditions for starting-up and up-scaling businesses that support community development.

PILLAR 4 COLLABORATE
- Promote transversal collaboration between government departments
- Foster vertical collaboration to integrate all key regional/local tourism stakeholders at all stages of development and management
- Promote the development of destination management organizations (DMOs) that provide adequate governance.
## PILLAR 4: COLLABORATE

<table>
<thead>
<tr>
<th>Interventions</th>
<th>Stakeholders</th>
<th>Outcome</th>
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</thead>
<tbody>
<tr>
<td><strong>Collaborate programme 1:</strong> Transversal collaboration between government departments</td>
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<tr>
<td>Creation of a national inter-ministerial task force</td>
<td>National and local governments (cross government departments linked to tourism)</td>
<td>Number/frequency of meetings held and policy outputs emanating from them. Effective creation of the national task force</td>
</tr>
<tr>
<td>Identify policy priorities that recognize tourism’s role in contributing to achieving SDGs.</td>
<td>National and local governments, DMOs</td>
<td>Number of meetings and co-joint programmes between key policy arenas across government departments. Allocation of specific resources (human, technical or financial) to successfully develop the interventions and measurement of impacts/benefits based on the MST framework</td>
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<tr>
<td>Cross-agency collaboration agreements for efficient destination management via a one-stop shop approach</td>
<td>National and local governments, DMOs</td>
<td>Number of meetings and co-joint programmes between key policy arenas. Creation of an effective integrated information system. Collection and sharing of statistical data</td>
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<tr>
<td>Securing long-term government and other stakeholders’ commitment and buy-in through regulatory frameworks</td>
<td>Local governments (e.g., tourism officials, mayors), Communities (associations and representatives)</td>
<td>Government consumption</td>
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Collaborate
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<td><strong>Interventions</strong></td>
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<tr>
<td><strong>Collaborate programme 2: Vertical collaboration to integrate regional/local tourism stakeholders</strong></td>
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<td>Identification of key stakeholders (including residents) and co-opting them in the design, planning, execution and evaluation of tourism activities</td>
<td>Local/regional governments</td>
<td>Effective spaces of dialogue created for participation</td>
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<td>DMOs</td>
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<td>Private sector associations</td>
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<td>Communities</td>
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<td>Co-creation of coordinated and complementary measures to foster more innovative and sustainable environments and monitor outcomes and impacts.</td>
<td>DMOs</td>
<td>Number of successful innovative and sustainable projects</td>
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<td>Private sector tourism</td>
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<td>Private sector other (e.g., banks, universities and higher education institutions)</td>
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<td>NGOs</td>
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<td>Creation of destination management/ marketing organizations (DMOs)</td>
<td>Local governments</td>
<td>Effective spaces of dialogue created for participation</td>
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<td>Private sector tourism</td>
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<td>Other private sector businesses</td>
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<td>Private sector associations</td>
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<tr>
<td>Creation of public/private community partnerships (PPCPs) for enhanced destination management</td>
<td>National and local governments</td>
<td>Number of collaborative projects emanating from the partnership</td>
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<td></td>
<td>Number of networks/ associations created by the partnerships</td>
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<td>Effective creation of PPCP and projects being developed</td>
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