



# ON THE GROUND

Fostering Tourism for Development

Issue 10 - August 2022

Hotel classification and licensing; Tourism Statistics; and Tour Guiding in Benin

Preparation of a Tourism Code (Law) in Comoros

Tourism Statistics and TSA in Zimbabwe



**THE WORLD BANK**

WASHINGTON DC

Biosafety Protocols for Latin America and Caribbean Countries.



WASHINGTON DC

Biosafety Protocols for Latin America and Caribbean Countries.



WASHINGTON DC

## UNWTO Technical Cooperation by Main Partners

In addition to projects directly implemented with resources made available by Ministries of Tourism of Member States and UNWTO, the following donors are funding UNWTO technical cooperation projects:

UNWTO has developed a "COVID-19 Tourism Recovery Technical Assistance Package". The Package is structured around three main pillars:

- 1) Economic Recovery;
- 2) Marketing and Promotion; and
- 3) Institutional Strengthening and Building Resilience.



MADRID

- Empowering Young Women: Sustainable Livelihoods through Tourism in Moldova



TALLINN

Technical assistance package in 10 countries including Croatia, Egypt, Georgia, Greece, Jordan, Montenegro, Morocco, Tunisia, Türkiye and Uzbekistan.



LONDON

Women Empowerment and Tourism Recovery in Timor-Leste



GENEVA

Developing the tourism sector in Liberia with a focus on surfing and destinations



GENEVA

NEW YORK



Socio-economic impact assessment of COVID-19's impact: Zambia

Tanzania Tourism Recovery through Digital Transformation and Local Economy Development

Establishment of a New System of Tourism Hotel Classification in the Republic of Congo

Establishment of a New System of Tourism Hotel Classification in Morocco

Development of an experimental Tourism Statistics and Tourism Satellite Account in Nepal

GUANGZHOU



Sustainable Tourism Development and Wildlife Conservation in Hwange National Park, Zimbabwe

ABIDJAN



Development of the Tourism Statistics System and the Tourism Satellite Account in Malawi

SEOUL



Development of a Tourism Resource Centre in Livingstone, Zambia

TOKYO



COVID-19 Tourism Recovery: Dominican Republic, Maldives.

MANILA

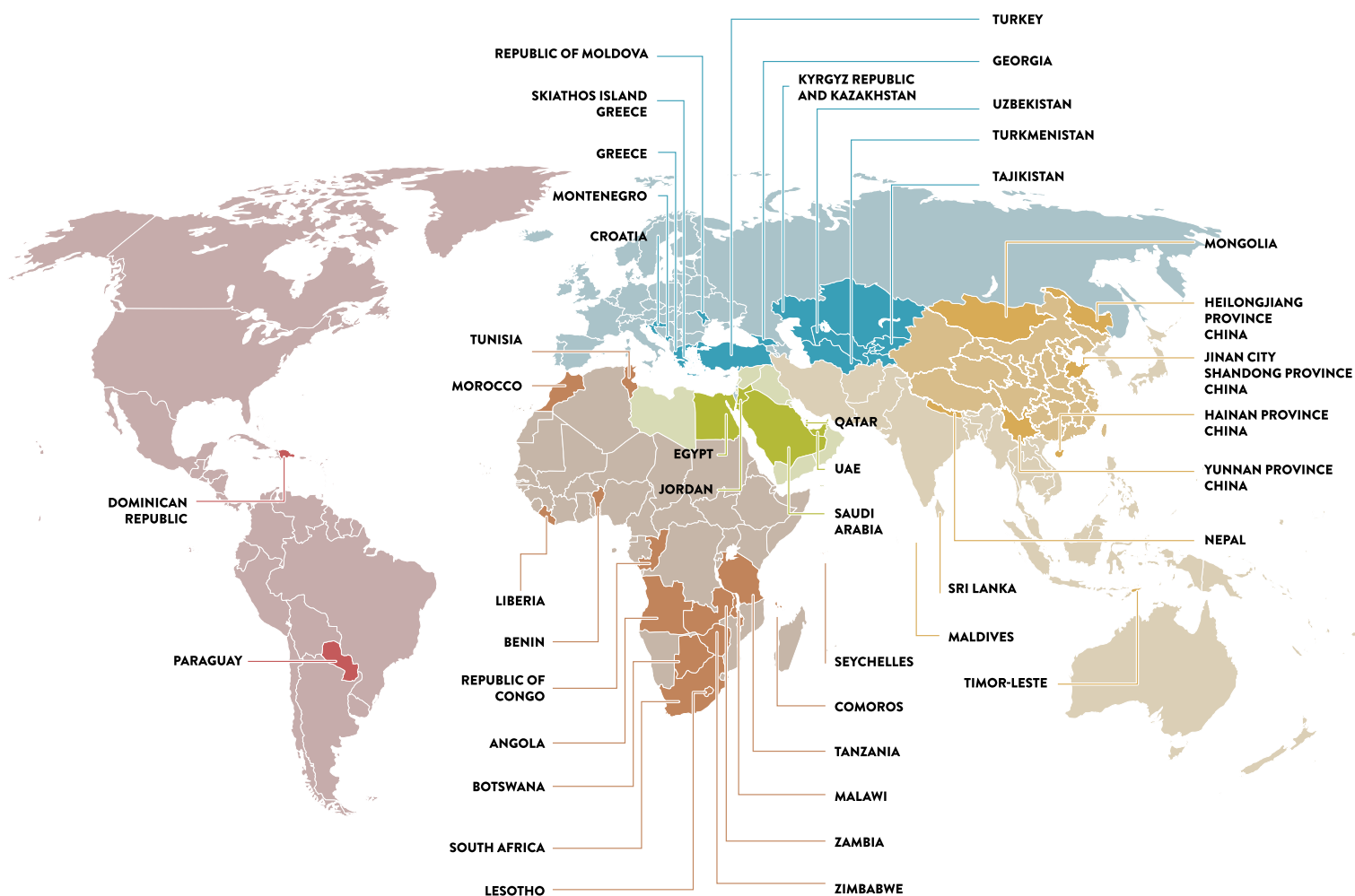


COVID-safety protocols & Accommodation Classification System: Almaty (Kazakhstan) and Bishkek (Kyrgyz Republic).

Under the umbrella of ADB, joint project between UNWTO and Tajikistan: Sustainable Tourism Development Plan, TSA assistance, and Tourist Visitor Surveys.

Note: The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the Secretariat of UNWTO or that of the United Nations 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 Portfolio: 50 projects under implementation or in final stages of conceptualization



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## Dominican Republic

### UNWTO and JICA support tourism recovery in the Dominican Republic

Together with the Japan International Cooperation Agency (JICA), UNWTO recently concluded a technical assistance project in the Dominican Republic aimed at building the island's tourism resilience against the ongoing COVID-19 pandemic and future crises.

At the end of February 2022, UNWTO travelled to the Dominican Republic to present the results of five tourism recovery studies and strategies prepared with the support of two Spanish companies, Atravia and Inmark. Based on UNWTO's COVID-19 Technical Assistance Package, the five components covered were:

- Support Programme for Tourism MSMEs.
- International Marketing Strategy.
- Tourism Diversification Strategy.
- Tourism Marketing Intelligence Analysis.
- COVID-19 Standard Operational Protocol Review.

Implemented with the entire tourism value chain in mind, albeit with a specific focus on tourism MSMEs and local tourism stakeholders, the main achievements of the project include the strengthening of tourism skills and know-how, improving the internal and external competitiveness of the island by identifying diversification opportunities and by laying down an inclusive, sustainable step-by-step action plan, and strengthening the overall tourism resilience of the island by linking ongoing needs, such as the strengthening of health and safety protocols, with medium- to long-term competitiveness challenges, including improvements in the areas of digitalization and product development.

In addition to online tourism masterclasses delivered by leading experts in the fields of digitalization, product development, marketing, and business management, a series of seminars were organized in Santo Domingo, Miches, Samaná, and Puerto Plata to present and validate the findings and recommendations of the different project

components. Attended by tourism businesses and MSMEs, local tourism officials, community representatives, tourism students and many stakeholders more, the Ministry of Tourism of the Dominican Republic (MITUR) is to be praised for their guidance and assistance throughout the duration of the project.

Notwithstanding the persistence of COVID-19 and other external crises impacting tourism and the world economy, UNWTO and JICA are confident that the technical assistance provided will strengthen the Dominican Republic in its crisis response, and thus ensure a gradual, sustainable and inclusive road to recovery.

In an age when COVID-19 has changed the way we think about and relate to travel, UNWTO and JICA underline through these and similar activities their commitment and support to the Dominican Republic and other developing countries, and express their determination to utilize available resources, knowledge, and experience to achieve a more prosperous future in-line with the 17 Sustainable Development Goals (SDGs).



Beach in the Dominican Republic

## Tanzania

### UNDP and UNWTO join forces to support tourism recovery and local economic development in Tanzania

UNDP Tanzania and UNWTO have been collaborating to prepare a proposal for a new joint project, titled "Tanzania Tourism Recovery through Digital Transformation and Local Economy Development".

The main purpose of the project is supporting tourism to recover from the impact of the pandemic and become more resilient by focusing on building a greener, safer, and more innovative, and inclusive sector. The project builds on the ongoing support that UNDP is providing to the Tanzania Association of Tour Operators (TATO), with TATO being the main counterpart of UNDP in the project. Initial activities focus on the preparation of an Integrated Tourism and Local Economic Development Strategy.

In the first quarter of 2022, the situation analysis report for the strategy was prepared. On 28 March, UNWTO participated in a stakeholders' meeting on the Integrated Tourism and Local Economic Development Strategy that took place in Arusha, Tanzania. During the meeting, representatives from public and private sector organizations dealing with tourism shared their feedback on the situation analysis report and provided detailed inputs and recommendations for topics to be elaborated in the final strategy.

The Tourism and Local Economic Development Strategy will pay specific attention to the four main Tourism Circuits in Tanzania Mainland, i.e. the Northern, Southern, Eastern and Lake Zone/Western Circuit. UNWTO collaborated with UNDP and the expert team to undertake field visits to the four circuits from 29 March to 3 April to verify the initial findings, consult stakeholders in various tourism destinations and obtain additional inputs for the Strategy, which is expected to be presented by mid-2022.

As a next step in the joint project, UNDP and UNWTO will collaborate to organize a Training Programme for Tanzania on Tourism International Digital Marketing and Communication.

The training programme will build capacities across different levels of government and private sector to support the adoption of technologically innovative solutions that can restore tourism activities and travellers' confidence while also increasing levels of protection for travellers, service providers, tour operators, front line employees and local communities.

The new strategy and training programme will provide guidance and build capacities among tourism stakeholders in Tanzania to help accelerate tourism recovery, paying specific attention to applying new technologies and fully involving tourism Micro, Small and Medium Enterprises in the recovery process.



Ethnic group of Ngorongoro Conservation

## Zimbabwe

### First national Tourism Satellite Account launched in Zimbabwe

UNWTO has partnered with the Ministry of Environment, Climate, Tourism and Hospitality Industry (MECTHI) of Zimbabwe to launch the country's first National Tourism Satellite Account (TSA).

The Account shows the size and significance of the tourism sector for the Zimbabwean economy, based on the last available pre-COVID-19 data and on data gathered before the formal transition of national currency from US dollar into the Zimbabwean Dollar. The TSA revealed that tourism accounted for 4.25% of the National Gross Domestic Product (GDP) with a value of USD1.03 billion in 2018. In 2019 the sector accounted for 6.3% of GDP with a value of USD1.23 billion. At the same time, the data also shows that tourism accounted for 1.56% of national employment levels in 2018, with around 100 000 jobs supported and created.

The TSA was produced as part of the Zimbabwe Destination Development Programme, a technical assistance programme supported by International Finance Corporation (IFC). As well as recording the number of tourists visiting the country, the initiative also provides monetary and non-monetary tourism data related to demand and supply and measures the value of expenditure on goods and services across all types of tourism as well as the value of tourism-sector industries producing goods and/or services. It will be used

for quantifying tourism's contribution to GDP and national employment rates.

#### Data for tourism's restart and recovery

Tourism in Zimbabwe has been significantly impacted by the pandemic, with the introduction of travel restrictions and lower demand from tourists leading to a massive fall in visitors. The loss to the national economy is estimated at USD690m. According to the IFC's Country Manager, Adamou Labara, 'these empirical findings highlight the opportunity for policymakers in Zimbabwe to support recovery of the tourism sector through stimulating traveller demand, and responsibly reducing barriers to entry'.

By addressing information gaps and supporting a data-driven approach to policy development and investment decisions, the TSA should prove particularly relevant to Zimbabwe's tourism sector as it works towards sustainable recovery and growth from the impacts of the pandemic. The development of the TSA is one of the key milestone projects for the tourism sector under the National Development Strategy (NDS1 2021-2025).



African landscape in the Hwange National Park, Zimbabwe



## Central Asia

### UNWTO and the Asian Development Bank (ADB) working together along the Almaty-Bishkek Economic Corridor (ABEC)

The Almaty–Bishkek Economic Corridor (ABEC) is the pilot economic corridor created under ADB's Central Asia Regional Economic Cooperation (CAREC) Programme and follows a simple, yet far-ranging rationale also shared by UNWTO: cooperation, as opposed to competition, as the key to socioeconomic progress.

Corridor-building between countries that share a similar history and heritage is an effective answer to the challenges brought by globalization. Questions of large-scale investment and economic viability, efficient connectivity, peaceful relations and destination attractiveness are better solved through cooperation. This is especially true of tourism, where multi-destination trips are increasingly becoming the norm.

As a response to the pandemic, UNWTO and ADB, alongside Kazakhstan and the Kyrgyz Republic, partnered to develop two projects:

- An assessment of the Kazakh and Kyrgyz accommodation sector, with a focus on harmonizing the regulatory, legal and institutional framework, and developing common accommodation criteria for both countries. As final outcome, in December 2021, an Accommodation Classification System (ACS) Report and 3 online seminars focused on the correct implementation of recommended actions were delivered.
- An assessment of the COVID-19 health and safety protocols and measures prepared by Kyrgyzstan and Kazakhstan. Based on a concise assessment considering international best-practices, a report with recommended improvements for strategic areas such as airports, hotels, restaurants, cultural heritage attractions and tour guides was prepared, and specific training on how to implement joint measures was held between May and June 2022.

Ultimately, both technical assistance activities aim to (i) ensure harmonization and correct implementation of necessary standards and protocols within the ABEC travel bubble; (ii) strengthen in-country regulations through the adoption of international best-practices and recommendations; (iii) guide public and private tourism stakeholders in adapting business and service operations to the new realities of COVID-19; and (iv) improve coordination and exchange between tourism stakeholders and authorities of both countries, thus fulfilling a prime requisite for the development of an ABEC travel bubble.



Ancient Kyrgyz Burana tower

## Botswana

### Formulation of a Tourism Master Plan for Kasane-Kazungula Area

In an endeavour to market Botswana as a tourist destination of choice, the Government of Botswana, through its Ministry of Environment, Natural Resources Conservation and Tourism, has embarked upon initiatives designed to stimulate and diversify tourism product development through the preparation of the Tourism Strategy and Master Plan for Kasane-Kazungula Area.

Kasane-Kazungula's principal assets are its situation on the Chobe and Zambezi rivers and its strategic location. It lies at a point where four countries meet (Botswana, Namibia, Zambia, Zimbabwe) and in close proximity to some of Africa's iconic tourist attractions, notably Victoria Falls 70 km to the east, Chobe National Park immediately to the west and the Okavango Delta further west.

The project aims to support local communities through providing better opportunities for involvement in the tourism economy, ensuring an equitable distribution of the benefits this brings and provide a framework for the sustainable management of tourism resources both natural and cultural.

The Strategy and Master Plan was completed mid-2022, and was comprehensive in scope, covering every aspect involved in the phased sustainable development and operation of a sustainable tourist destination. This included, but not limited to:

- **Product Diversification.** 16 proposals for new tourist products are to be put forward, to provide the diversity and quality of experience that are needed to encourage visitors to spend more time in the area.
- **Market Intelligence.** Measures are proposed to strengthen the resources needed to ensure the regular provision of adequate market intelligence.
- **Marketing and Branding.** Proposals are made for a new destination brand which will be supported by a strong

well-directed marketing campaign targeted at clearly identified international and domestic markets.

- **Environment.** Attention will be paid to environmental issues both for the health of the local population and the image presented to the outside world. Detailed guidelines are provided for the adoption of best practice.
- **Community-Based Tourism.** Provide support to enable local communities to acquire the skills needed to operate a profitable community enterprise together with advice on the nature of activities, products and experiences that can attract tourists.
- **Investment Facilitation.** A suite of measures is proposed that will incite both domestic and international investors to support the development of Kasane-Kazungula's tourism product.

This initiative is being integrated into a larger project currently underway between UNWTO and the Government of Botswana to develop a Tourism Strategy and Master Plan that will address not only measures to stimulate the tourism sector's recovery during COVID, but also pave the way for Botswana's long-term development through tourism.



Kazungula bridge



## United Arab Emirates

### Development of tourism statistics for the compilation of a Tourism Satellite Account

UNWTO and the Ministry of Economy (MOE) of the United Arab Emirates (UAE), continue their collaboration in the implementation of the project's activities targeting the development of an efficient and dynamic Tourism Statistics System (STS) with a view to compiling the Tourism Satellite Account (TSA) for the first time and in accordance with the international frameworks and methodology.

The overall objectives of the project, as identified by the UAE through its MOE, are to develop an accurate and organized STS to support the development of the tourism sector in all its aspects of tourism policy, planning, management, marketing, and promotion, with the aim of harmonizing the collection and analysis of tourism statistical and related economic data across the Emirates.

The current phase of the four-year project started in late 2021 with a review of the existing STS and the status of the Inter-Institutional Platform (I-IP), which identified data gaps and other issues that would be addressed through a recommended Action Plan of targeted activities and technical assistance aimed at accelerating progress toward the eventual preparation of an experimental TSA. This assignment was carried out through a series of consultation

sessions and workshops with key stakeholders and technicians from each Emirate's statistics offices in order to gain a comprehensive understanding of the existing state of data collection and the challenges that must be addressed.

During the whole period of the project, a series of capacity building sessions will be held to enhance the understanding and knowledge of UNWTO tourism definitions, classifications and TSA concepts amongst the staff working with tourism statistics in Emirates' tourism development authorities. Additionally, training in data collection, analysis and handling, reporting, and tourism awareness will be provided.

At the end of the project, decision-makers in the UAE have a good working knowledge of systematic, productive, and comprehensive tourism statistical data collection and analytical procedures that provide the information necessary to monitor and guide progress in the development of the tourism sector and its contribution to the UAE economy for the benefit of the nation.



Dubai panorama

## Maldives

### UNWTO presents Tourism Recovery Plan for the Maldives

In the last week of May 2022, UNWTO officials together with Reformatics' experts undertook a mission to the Maldives under the cooperation agreement with JICA toward making the tourism sector more resilient in the country with a country-specific Tourism Recovery Plan. The draft Tourism Recovery Plan prepared through the project was presented in a seminar with over 50 national senior tourism stakeholders, including the Minister and Deputy Minister, with additional tourism representatives joining online. Detailed presentations were made on the main components of the recovery plan - Diversification, Quality, and Sustainability - all of which contribute towards building a resilient and competitive tourism sector. In his closing remarks, the Minister thanked JICA and UNWTO for their generous support to the tourism recovery process in the Maldives and expressed the Ministry's interest and commitment to provide active follow-up to the implementation of the recommendations presented in the tourism recovery plan.

Four capacity building workshops were delivered throughout the course of the week on topics related to (e-)marketing and statistics targeting officials working in these areas. The technical workshops built on capacity building needs identified in the tourism recovery plan and specifically

addressed (i) the development and management of the new islands.mv website; (ii) easy and effective forms of marketing of tourism to inhabited islands; (iii) the measurement of the impact of tourism to inhabited islands; and (iv) opportunities to elaborate the tourism exit survey, collecting especially more data on tourist expenditure.

Towards the end of the mission, a field visit to the Addu atoll in the South of the Maldives was undertaken together with JICA Maldives Office and Ministry officials to explore possibilities for joint follow-up projects, focusing on selected recommendations from the Tourism Recovery Plan related to the recovery and further development of tourism on the inhabited islands. Based on the outcome of the mission, new proposals will be prepared to continue the joint support to the Maldives in further building a resilient and inclusive tourism sector in the aftermath of the pandemic.



Maldives wild life

## Seychelles

### Developing the Current System of Tourism Statistics and the Tourism Satellite Account in Seychelles

UNWTO and the Seychelles Ministry of Foreign Affairs and Tourism are collaborating to strengthen the Tourism Statistics System and develop the country's first Tourism Satellite Account (TSA), which is the definitive way to measure the economic impact of tourism in a destination and determine how tourism contributes to the gross domestic product (GDP).

Seychelles tourism policies aim at providing a comprehensive guide to the development and operation of the industry. Their main objective is to provide an appropriate operating environment and platform to ensure that quality standards are maintained to the satisfaction of the clientele and for the betterment of the tourism industry, which is a main pillar for the economy of the islands. In order for tourism development to be both sustainable and competitive, the Seychelles understands that it is essential to first gain a thorough understanding of their tourism sector and its role in the economy, which can be accomplished through a dependable and accurate tourism information system.

The project commenced in January 2019 and will be completed by the end of September 2022.

Despite the situation of COVID-19 and the delays that occurred in handling some of the project activities, the Ministry, with a high level of coordination and collaboration between all related entities, was able to go on and continue with implementing this project, motivated by the deep understanding of the important role of tourism for the economic development of the country.

The Tourism Visitor Survey Workshop held on July 6, 2022 is one of the more recent events completed as part of the project. The main players in the data collection process, including the Department for Civil Aviation, Ports and Marine, Seychelles National Bureau of Statistics, and all other relevant stakeholders, attended the workshop that UNWTO organized in conjunction with the Ministry of Foreign Affairs and Tourism in order to better understand the significance of visitor surveys for tourist destinations, particularly island destinations like the Seychelles. The seminar concentrated on online surveys, which is a trend in collecting visitor data, how they work, and examples of best practice.





## Facilitating Tourism Recovery in the Aftermath of COVID-19

### Georgia

UNWTO and the European Bank for Reconstruction and Development (EBRD), in collaboration with Georgian National Tourism Administration (GNTA), designed a tourism recovery project that focuses on three critical activities:

#### **Develop a Change Mechanism for MSMEs to Cater to the Domestic Tourism Markets**

Acknowledging the role domestic tourism played the last two years for the support of the Georgian tourism economy, and given that the majority of Georgian Tourism MSMEs are traditionally focused on international markets, UNWTO developed a Change Mechanism to assist them adapt to the needs and operational processes required for domestic tourism development.

#### **Adapt the Tourism Marketing Strategy to respond to the COVID-19 Tourism Impact**

As the share of domestic tourism in Georgia dramatically increased during the pandemic, UNWTO helped GNTA adapt the existing marketing strategy to introduce the necessary steps, processes, assessments, and activities needed to better cater to the domestic tourism needs. This activity includes a concrete Action Plan for GNTA prioritising the next steps required to implement an effective marketing strategy for Georgians and other residents.

#### **Development of a Capacity Building Training Programme**

Skills play a vital role in building resilience in tourism and ensuring the sustainability of the sector. UNWTO and its UNWTO Academy developed a programme with both online and onsite trainings to support the human capital development in Georgia focusing on digital transformation, e-Marketing, new trends and tourism products, tour guiding, and e-commerce.



Gergeti Trinity church

# Facilitating Tourism Recovery in the Aftermath of COVID-19

## Greece

UNWTO and the European Bank for Reconstruction and Development work hand in hand with the Ministry of Tourism of Greece to further support the positive recovery results recorded in the years following the outbreak of the pandemic. The designed project, based on the UNWTO Tourism Recovery Technical Assistance Package, includes four main activities:

### **Measurement of the COVID-19 Tourism Impact and Develop Monitoring Guidelines.**

With the support of the research teams of the Ministry of Tourism of Greece, the Hellenic Statistical Authority, and the Bank of Greece, UNWTO has assessed the COVID-19 Tourism Impact from the beginning of the pandemic to date, and has developed concrete guidelines to enhance the monitoring processes of the Ministry.

### **Roadmap to Support Tourism MSMEs and Job Retention**

Working hand in hand with the national business associations of the tourism industries of Greece, with private stakeholders and tourism enterprises, and in close collaboration with the Ministry of Tourism and involved governmental institutions, UNWTO researched and identified the sentiments of the private sector regarding the support mechanisms provided during the pandemic and developed a Roadmap to guide the Ministry in supporting tourism MSMEs in the years to follow while ensuring job retention.

### **Update the Tourism Marketing Strategy to respond to the COVID-19 Tourism Impact**

Enjoying close collaboration with the Ministry of Tourism and its Tourism Policy Directorate, the Greek National Tourism Organization and its foreign offices, the private sector stakeholders and representatives of key tourism

associations, UNWTO designed the necessary updates on the Marketing Strategy of Greece for 2022 and 2023 to optimise and prioritise targeted markets, support destinations, linking products with traveller profiles, and propose a practical and implementable Action Plan.

### **Development of a Tourism Crisis Management Plan**

The impact of the COVID-19 pandemic surfaced the need for effective and rapid management of the crises impacting tourism worldwide. UNWTO designed a tailor-made Tourism Crisis Management Plan for the Ministry of Tourism of Greece, covering a wide range of potential crises. The plan includes the strategic steps and processes that need to be activated when crises occur, ensuring that there is a management system to address the needs and expeditiously respond to the situations surrounding the crises outbreak.



View of Santorini island

## Facilitating Tourism Recovery in the Aftermath of COVID-19

### Egypt

UNWTO and the European Bank for Reconstruction and Development, in collaboration with Ministry of Tourism and Antiquities of Egypt (MOTA), designed a tourism recovery project that included four key pillars:

#### COVID-19 Tourism Impact Analysis and Training

UNWTO supported MOTA in assessing the tourism impact the pandemic has had on the Egyptian tourism and conducted measuring and monitoring training for key staff of the Ministry to enrich skills and capacities.

#### Review of Institutional Strengthening and Streamlining

UNWTO conducted a thorough review of the institutional structure of the Supreme Council of Antiquities of Egypt and proceeded with developing recommendations on its restructuring that will facilitate the improvement of the institution's effectiveness and efficiency.

#### Review the Effectiveness of Operational Protocols on Safety, Hygiene and Security

In light of the pandemic, the Safety and Operation Protocols (SOPs) have become a very important aspect for the tourism sector internationally. UNWTO reviewed the SOPs introduced in Egypt and proposed updates following the evolution of the pandemic outlook and introduced a monitoring mechanism to support MOTA in ensuring the implementation of the SOPs by tourism businesses and other related organisations. A training programme also took place for key strategic officials and MOTA's inspectors throughout the country.

#### Building Resilience of Tourism Enterprises to Adapt to the COVID-19 Reality, including Safety and Hygiene

Enhancing the human capital development and the new skills needs caused by the pandemic, UNWTO developed a new Human Resources Development Strategy for Egypt. Also, in collaboration with the UNWTO Academy, a targeted programme for Egypt was conducted focusing on; Occupational Safety and Health for Museums and Hotels, Soft Skills for Tourist Guides, Sustainable Tourism, and Site Management and Interpretation.



Egypt, Kom Ombo, Temple



## Facilitating Tourism Recovery in the Aftermath of COVID-19

### Croatia

In Croatia, the World Tourism Organization (UNWTO) and the European Bank for Reconstruction and Development (EBRD), in collaboration with the Ministry of Tourism and Sport of Croatia, implemented a tourism recovery project that focuses on four critical activities:

#### Measurement of the COVID-19 Tourism Impact

UNWTO devised guidelines for a study to be conducted at national and regional level on the social and cultural impact of tourism among the local population, and for measuring the sustainability of tourism establishments in Croatia. Additionally, KPIs for the measurement of the degree of sustainability in each of the study dimensions were proposed covering Destination Management, Economic Value, Social and Cultural Impact and Environmental Impact. A 2-day training programme was conducted in Zagreb at the beautiful Congress Hall of the Ministry of Tourism and Sport of Croatia from 21-22 April, where Ministry Officials, representatives from the Croatian National Tourist Board and the Institute of Tourism discussed the importance and challenges of measuring tourism sustainability in the country and were presented with best practices on smart solutions for sustainable tourism management.

#### Support Programme for Croatian Tourism MSMEs

UNWTO carried out a comprehensive exploration of support needs for tourism MSMEs in the COVID 19 aftermath and reviewed the current support mechanism for MSMEs provided by the Croatian government as well as international agencies. A Recovery Road Map was devised to accelerate and consolidate recovery, and to build a revitalised, resilient, higher income-generating and more competitive tourism industry for Croatia. An online training programme for MSMEs was conducted on 4-5 April covering topics such as Basic Business Planning and Financial Management; how to operate more profitably; and Effective Customer Communication.

#### Marketing and Promotion

The project carried out a review of the current marketing efforts and strategies in place that the MOT and the Croatian tourism industry put in place to respond to COVID-19 challenges. Subsequently, possible tourism products and services were identified that would meet the interest of select source markets, e.g. thematic markets, MICE, health and wellness, and senior tourism; or specific geographic markets, like neighbouring countries or Croatian diaspora living abroad. UNWTO also suggested improvements on the marketing strategies in place focusing to mitigate the impact of COVID-19 based on the above review and the tourism products identified.

#### Review the Effectiveness of Operational Protocols on Safety, Hygiene and Security and Develop a Safety Label

UNWTO reviewed the protocols and safety labels prepared by the Croatian Government for COVID-19 related safety and hygiene standards, benchmarked against international best practices. Based on the review, recommendations on the modalities for implementation and for monitoring of their application were devised, including a full-scale training programme.



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