



SUPPORTING JOBS AND ECONOMIES THROUGH TRAVEL & TOURISM

A Call for Action to Mitigate the Socio-Economic Impact of COVID-19 and
Accelerate Recovery

#TRAVELTOMORROW

This document was prepared by the World Tourism Organization (UNWTO) with the contribution of the Members of the Tourism Crisis Committee comprised of UNWTO, representatives of its Members States, the World Health Organization (WHO), the International Civil Aviation Organization (ICAO), the International Maritime Organization (IMO), and the private sector - the UNWTO Affiliate Members, Airports Council International (ACI), Cruise Lines International Association (CLIA), International Air Transport Association (IATA) and World Travel and Tourism Council (WTTC).

Madrid, Spain, 1 April 2020

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INTRODUCTION

The world faces an unprecedented global health emergency with an unparalleled impact on our societies and livelihoods

Travel and Tourism is among the sectors most affected by this crisis, and urgent support is required given the millions of jobs that are at risk

Travel and Tourism is also uniquely equipped to be part of global recovery efforts going beyond tourism

The **containment of the COVID-19 pandemic is the utmost priority**. The travel and tourism sector is committed to supporting all measures taken to curb the outbreak and mitigate the impact on people's lives. The World Tourism Organization (UNWTO) is working closely with its Members States, the World Health Organization (WHO), the International Civil Aviation Organization (ICAO), the International Maritime Organization (IMO), and the private sector - the UNWTO Affiliate Members, Airports Council International (ACI), Cruise Lines International Association (CLIA), International Air Transport Association (IATA) and World Travel and Tourism Council (WTTC) - to ensure a coordinated and effective response.

We praise the **readiness and solidarity of the sector** in supporting the response to the current health emergency by making their

infrastructure available to quarantine people, to host healthcare workers or to become healthcare units.

On the socio-economic front, **a global recession, with the loss of millions of jobs is looming**. Travel and tourism, a labour-intensive sector, is one of the most affected with jobs at risk through the whole of the value chain. This will particularly affect the most vulnerable groups of the population such as women, youth and rural communities.

Travel and tourism therefore **requires urgent support and specific mitigation packages** to sustain jobs and ensure capacity in the market in the immediate aftermath of the emergency.

Tourism's economic and social footprint dwarfs that of any other economic sector.



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While this makes tourism vulnerable, it also puts the sector in a unique position to contribute to **wider recovery plans** and actions.

Around the world, **tourism embodies development opportunities, promotes solidarity and understanding across borders**, while domestic tourism also helps foster cohesion within nations. Furthermore, the sector plays a **key role in leveraging efforts to preserve and promote natural and cultural heritage** and has long been at the forefront of environmental protection.

All of this makes it even more imperative that the global tourism sector is supported both at this time of crisis and as societies enter the recovery phase.

The COVID-19 pandemic has hit travel and tourism hard. It nevertheless offers a rare opportunity for **reflection and recalibration** to grow again, and to grow better for planet and people.

This is particularly relevant as the global community now has just 10 years to achieve the **17 Sustainable Development Goals (SDGs)** outlined in the 2030 Agenda – we have started the **Decade of Action**. Managed responsibly, **tourism can emerge from the current crisis as an even more important contributor to the SDGs**, supporting livelihoods and creating opportunities for millions of people around the world and leaving nobody behind.



About these Recommendations

These recommendations aim to **support governments, the private sector and the international community** in navigating the unparalleled social and economic emergency that is COVID-19.

They build on **inputs from countries in all world regions, as well as from international organizations and private sector** associations. However, they do not pretend to be definitive.

Furthermore, COVID-19 will impact different countries in different ways and in varying degrees. The ability of countries to respond to and recover from this unprecedented crisis will also vary significantly. This could be due to differences in infrastructure, human resources, economic capacity or political factors, for example. However, where feasible, the below recommendations will help mitigate the impact of the crisis, ensure the recovery of tourism and allow the sector to help drive wider societal recovery. Proposed interventions should be considered according to likely scenarios of global recovery, i.e. expected duration and magnitude of the health and economic crisis.

The recommendations are divided into **three key areas**:

1) Managing the crisis and mitigating the impact

2) Providing stimulus and accelerating recovery

3) Preparing for the future

With livelihoods at risk, it is more important than ever that stakeholders observe the principles of the [UNWTO Global Code of Ethics for Tourism](#), in particular those relating to the rights and obligations of tourism workers and entrepreneurs. At the same time, with the Decade of Action now underway, UNWTO underlines the importance of placing the SDGs at the heart of all future recovery efforts.

The recommendations are built on the following principles:

1. Supporting Travel and Tourism is supporting jobs and livelihoods

It should be acknowledged from the start that **tourism, alongside with the transport sector, is one of the sectors most affected by the COVID-19 crisis.** As a person-to-person sector, tourism is uniquely vulnerable to crises that cross borders. In this instance:

- The closing down of entire cities and countries, travel restrictions and bans have brought the tourism and transport sectors to a standstill.
- From the biggest airline to the smallest hotel in a rural community, the sector has been halted.
- The impact is economic as it is social, affecting the livelihoods of tourism and transport workers and suppliers, as well as their families and whole communities.

In a world of dense and closely related supply chains, the impact will be felt not just within the sector itself but by other sectors – agriculture, construction, finance and technology providers,

among others. **Tourism is a major job creator and a lifeline for many economies at all development stages.** The sector has recovered from crises before and, given its proven importance at every level of society, must be supported to sustain and grow jobs again:

- Following the global economic crisis, while employment across all economic sectors grew by 11% between 2010 and 2018, employment in accommodation and restaurants grew by 35%.
- Tourism is a major employment engine for more vulnerable groups such as women and youth.
- In 2019, the sector represented 30% of the world's exports of services (US\$1.5 trillion) and up to 45% of the total export of services in developing countries.

2. Tourism has a proven capacity to bounce back and drive the recovery of other sectors

- Tourism contributes directly and, through its multiplier effect also indirectly, to global job creation and economic recovery.
- Past crises have shown tourism's capacity to bounce back strongly and quickly after external shocks.
- Mitigating the impact of the crisis and stimulating tourism recovery can pay massive returns across the whole economy.
- Tourism is a facilitator of cultural exchange, mutual understanding and peace. It counters discrimination and prejudice between individuals and societies.





SUMMARY OF RECOMMENDATIONS

The following recommendations are aimed at providing an **actionable framework to help countries** mitigate the immediate impact of the crisis on travel and tourism; provide stimulus for recovery and guide the long-term development and resilience of the sector.

Given the varied impact of COVID-19, as well as the different realities and regulatory frameworks of both national governments and tourism authorities to take action, it is appreciated that these recommendations are not applicable in all cases. Nevertheless, they **aim to guide policy action to mitigate the impact of the crisis** and accelerate recovery through tourism.

The following recommendations are divided into three groups, but should ideally be approached simultaneously and through cooperation between all stakeholders in the ecosystem:

I. MANAGING THE CRISIS & MITIGATING THE IMPACT

1. Incentivize job retention, sustain the self-employed and protect the most vulnerable groups
2. Support companies' liquidity
3. Review taxes, charges, levies and regulations impacting transport and tourism
4. Ensure consumer protection and confidence
5. Promote skills development, especially digital skills
6. Include tourism in national, regional and global economic emergency packages
7. Create crisis management mechanisms and strategies



II. PROVIDING STIMULUS & ACCELERATING RECOVER

8. Provide financial stimulus for tourism investment and operations
9. Review taxes, charges and regulations impacting travel and tourism
10. Advance travel facilitation
11. Promote new jobs and skills development, particularly digital ones
12. Mainstream environmental sustainability in stimulus and recovery packages
13. Understand the market and act quickly to restore confidence and stimulate demand
14. Boost marketing, events and meetings
15. Invest in partnerships
16. Mainstream tourism in national, regional and international recovery programmes and in Development Assistance



III. PREPARING FOR TOMORROW

17. Diversify markets, products and services
18. Invest in market intelligence systems and digital transformation
19. Reinforce tourism governance at all levels
20. Prepare for crisis, build resilience and ensure tourism is part of national emergency mechanism and systems
21. Invest in human capital and talent development
22. Place sustainable tourism firmly on the national agenda
23. Transition to the circular economy and embrace the SDGs





RECOMMENDATIONS

I. MANAGING THE CRISIS & MITIGATING THE IMPACT

Millions of livelihoods across the world are directly and indirectly dependent upon travel and tourism. As such, these measures are of the utmost urgency and should be implemented immediately, especially those related to providing timely, targeted, and temporary relief to the most affected people and firms for as long as the emergency lasts.

UNWTO also emphasises the importance of supporting businesses economically and fiscally and of restoring confidence in the sector. Above all, support should be given to sustain jobs. Where this is not possible, every effort should be made to protect workers and create new opportunities, particularly for vulnerable groups.



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I. MANAGING THE CRISIS & MITIGATING THE IMPACT

1. Incentivize job retention, support the self-employed and protect the most vulnerable groups

- Provide **special incentives and relief funds** for companies that retain their workforce, including the exemption or reduction of social security and fiscal payments.
- Give wage subsidies to people and firms to help curb contagion.
- Expand and extend transfers of social benefits, especially for the most vulnerable. These can include payments of unemployment insurance benefits and allowances for jobseekers.
- Develop special **support schemes for self-employed workers** such as exemptions, delays or reduced social security and fiscal payments.
- Provide support for workers staying at home to care for children and the elderly and ensure **easy administrative procedures** for the beneficiaries.
- Promote incentives for companies providing training for individuals obliged to stop working.
- Create **mechanisms for partial unemployment** such as reduced working hours.
- Loosen rules on short-term work compensation, making it easier for companies heavily affected by the current crisis to apply for aid to offset wages when they are forced to temporarily halt work.
- Promote **effective dialogue** between companies and workers' unions in accordance with international labour standards.
- Recognize and **mitigate employment risks** and the economic hardship that workers may be facing during and after the crisis.
- Introduce **special protection measures** to ensure that traditionally disadvantaged groups are not adversely affected, particularly women, youth and rural communities.



I. MANAGING THE CRISIS & MITIGATING THE IMPACT

2. Support companies' liquidity

- Allocate travel and tourism with **specific funding lines** within Emergency Funds and Programmes to support the most affected companies so that they can avoid bankruptcy and restart operations after the emergency. This will help ensure supply returns to the market.
- Support companies' liquidity through **temporary exceptions** and deferred social security and fiscal payments.
- Develop **investment mechanisms** that provide liquidity to the tourism industry especially to Micro, Small & Medium-sized Enterprises (MSMEs) and particularly in the short-term, for instance through working capital or fast and subsidized loans, etc.
- Implement temporary exceptions or reductions on critical bills such as electricity, communications, rent, etc.
- Provide financial instruments to **facilitate additional liquidity** such as moratoria on loans repayments, loan guarantees or flexible credit loans for working capital.
- Provide small, well-targeted, non-refundable grants for small businesses, the self-employed and entrepreneurs.
- Develop **easy mechanisms** to defer fiscal and social security payments without the need for complicated bureaucracy or penalties.
- Provide managerial support and mentoring to micro enterprises battling to navigate the crisis while also dealing with financial institutions and administrations.

I. MANAGING THE CRISIS & MITIGATING THE IMPACT

3.

Review taxes, charges, levies and regulations impacting transport and tourism

- Review all taxes, charges and levies impacting on tourism, transport and related activities.
- Provide **temporary suspension or reduction** of travel and tourism taxes, charges and levies, including VAT and income taxes as well as of specific tourism and transport charges in a fair, non-discriminatory and transparent manner.
- Review regulations and consider **flexible implementation of rules** related to the operation of tourism and transport companies, such as airport slot allocation rules. This will help operators adjust or halt their operations, including by reducing the necessary administrative formalities.



I. MANAGING THE CRISIS & MITIGATING THE IMPACT

4. Ensure consumer protection and confidence

- Work with the private sector to promote **fair arrangements for consumers**. These can include the rescheduling of cancelled holidays and flight tickets and ensuring consumer are fully protected. Where possible, alternative mechanisms for settling consumer disputes should be used so as to keep lawsuits to a minimum.
- Consider providing vouchers for cancelled bookings valid until the end of 2020 in order to **boost demand** and support consumers.
- Explore ways to resolve the issues related to requested refunds of advance payments through credit cards.



I. MANAGING THE CRISIS & MITIGATING THE IMPACT

5. Promote skills development, especially digital skills

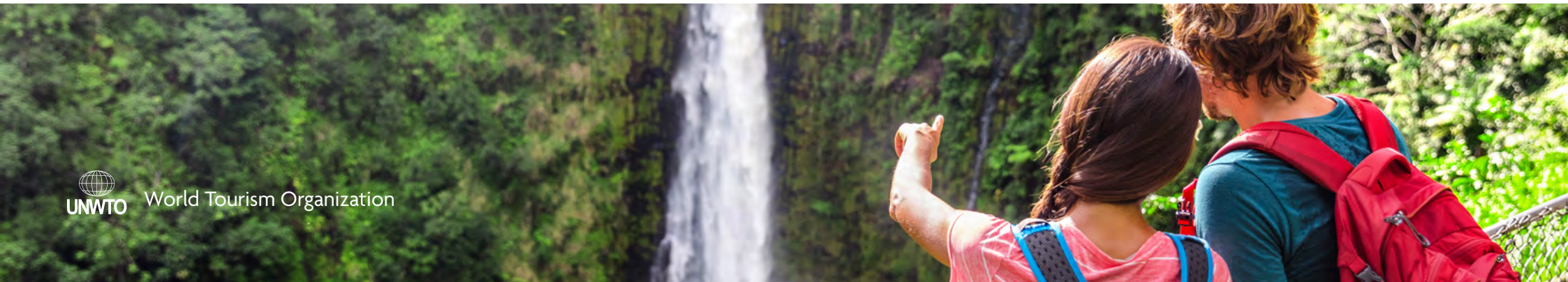
- Support the unemployed to **develop new skills** for the recovery phases. Useful skills can include the development of new products, marketing, market intelligence and digital skills in general.
- Develop free **online training courses** for those individuals most affected economically, such as those who become unemployed, seasonal workers, and those limited to reduced work hours, in partnership with universities and other educational and training institutions.
- Promote international organizations' free content, such as the [UNWTO Online Academy](#) and support the development and marketing of courses in multiple languages.
- Cooperate with digital partners to provide **digital skills training** for current and future tourism professionals and further promote existing digital learning opportunities.
- Create national challenges to encourage and award start-ups and entrepreneurs to propose innovative solutions to the crisis.
- Develop government-funded programmes of **education and vocational training** for the personnel of tourism enterprises that have been forced to close during the crisis.



I. MANAGING THE CRISIS & MITIGATING THE IMPACT

6. Include tourism in national, regional and global economic emergency packages

- Ensure tourism and transport are **fully integrated** in national, regional and global emergency, mitigation and support packages.
- Ensure national tourism administrations are included in the programmes stemming from international and regional organizations such as the World Bank, Regional Banks and the European Commission. This will ensure support for MSMEs, for tourism infrastructure and for other areas that impact on tourism.



I. MANAGING THE CRISIS & MITIGATING THE IMPACT

7. Create crisis management mechanism and strategies

- Where not already in place, create mechanisms at the global, regional and country levels to manage the current crisis engaging all relevant stakeholders.
- **Unifying messages** in support of consumer confidence and public perception.
- Develop a media and public influencer relations and engagement strategy.
- Develop **crisis scenarios** based on data and the current crisis dynamics.
- Elaborate a **global crisis response strategy** to support tourism preparedness for future mitigation and recovery needs.



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II. PROVIDING STIMULUS & ACCELERATING RECOVERY

Due to the sudden, unprecedented fall in demand triggered by the COVID-19 pandemic, the travel and tourism sector will require financial stimulus to support recovery. Levels of required stimulus may vary across the whole of the tourism value chain.

Without prejudice to fair competition, by ensuring transparency and where it is feasible, priority should be given to supporting businesses of all sizes, including through favourable tax policies and stimulus packages.

This opportunity should also be taken to place tourism at the centre of national policies and ensure sustainability is an integral part of the sector as it recovers and grows again.



II. PROVIDING STIMULUS & ACCELERATING RECOVERY

8. Provide financial stimulus for tourism investment and operations

- Create special incentives to support MSMEs' short-term business operations and recovery such as **incentives for digital transformation**, market access, training and hiring.
- Promote fast track scheduled **investment in infrastructure** and consider offering extra incentives for foreign direct investment in tourism.
- Promote transport infrastructure e.g. expressways, high speed trains, airports, ports and air traffic management systems from a long-term horizon. This is often geared to meeting the needs of tourism, even if this is not explicitly stated.
- Develop investment mechanisms that incorporate incentives for brownfield projects such as depreciation deductions for hotels, subsidised local credits for remodelling, expansion or energy efficiency projects that improve competitiveness.
- Promote funds to incentivise the **integration and disruption of supply chain stakeholders**, especially the strengthening of MSMEs and digital travel tech start-ups.
- Ensure that sustainability and accessibility principles are adhered to in all investments, notably in transport, accommodation, natural and cultural assets. This will further enhance the competitiveness of the sector.

II. PROVIDING STIMULUS & ACCELERATING RECOVERY

9.

Review taxes, charges
and regulations
impacting travel and
tourism

- Evaluate all general and specific taxes, charges and regulations on tourism, transport and related industries within the context of economic recovery.
- Extend or create new **temporary exemptions or reductions of corporate taxes**, air transport taxes, VAT on accommodation and restaurants, tourism taxes and other charges.
- In the post-emergency phases, where they still not in place, promote the **liberalization of air transport** to boost air capacity and connectivity for recovery (States may wish to take temporary measures to provide for flexibility in terms of market access rights).
- Review the use of air space and routes and support the enforcement of **international regulations** with the aim of speeding up the reduction of fuel costs and CO2 emissions.



II. PROVIDING STIMULUS & ACCELERATING RECOVERY

10.

Advance travel facilitation

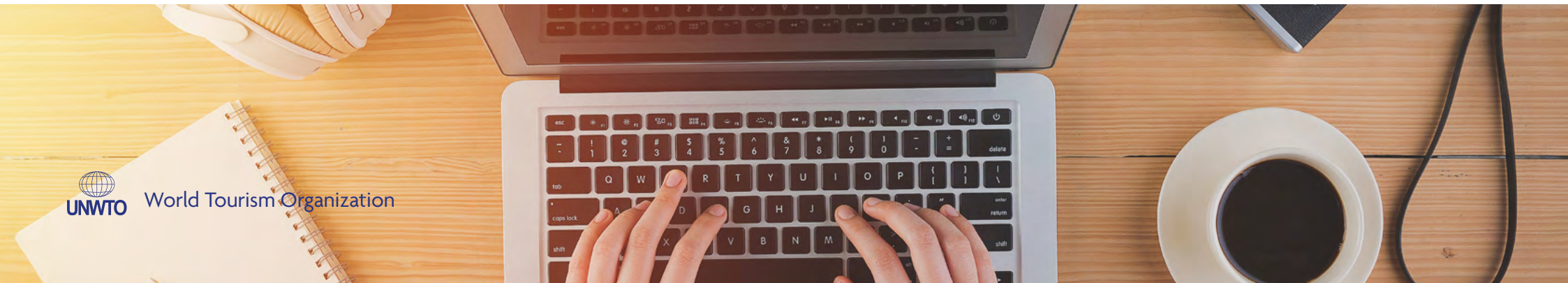
- Ensure that any travel restrictions introduced in response to COVID-19 are continuously assessed and remain proportionate to the public health threat and based on local risk assessments. Restrictions should be lifted in a timely manner when it is safe to do so, and in as much as possible, in coordination with other destinations in the region.
- Ensure that information on travel restrictions and their lifting is **accessible, consistent and reliable**. This information should be shared with the sector and consumers through all available communication channels.
- Consider the further facilitation of visa policies for temporary visitors, **advance visa facilitation** and seamless travel policies. Governments and regional blocks should work on travel facilitation with the aim of moving towards e-visa/visa on arrival/no visa policies.



II. PROVIDING STIMULUS & ACCELERATING RECOVERY

11. Promote new jobs and skills development, especially digital ones

- Create special programmes to **promote employment** and skills development, especially digital skills, for tourism, and particularly for the unemployed.
- Develop tourism employment fairs and online platforms.
- Develop subsidies for **up-skilling and reskilling** training programmes and measures to promote industry standards and the further diffusion of digital technologies.
- Identify new training opportunities geared towards **product development** and market access for stakeholders working in the areas of culture and creative industries (engaged in handicrafts, festivals, music, theatre, etc.), nature, sports, medical and wellness tourism to create new innovative all-year around products.
- Provide special incentives such as credit lines (including micro credit), special finance plans, loans, social security or tax benefits for companies supporting job creation. This can be either through tourism sector specific mechanisms or by prioritising tourism in more general programmes.
- Create special programmes to **support entrepreneurship** in tourism. This will help to further advance innovation and digital transformation.
- Promote and stimulate short supply chains in tourism and hospitality.
- Ensure measures are **equally accessible** to women and other groups, notably youth, people with disabilities, rural and indigenous communities. This will contribute to establishing a more inclusive and diversified local supply chain.
- Support and enhance government-funded programmes of tourism education and training.



II. PROVIDING STIMULUS & ACCELERATING RECOVERY

12. Mainstream environmental sustainability in stimulus and recovery packages

- Approach **recovery as an opportunity** to jump start the sector towards a new model of sustainable production and consumption.
- Environmental measures should be integrated into incentives, investment schemes and special funds. These can include resource efficiency (energy and water efficiency, waste management) and measures aimed at reducing CO2 emissions. This will enable the sector to enhance the environmental sustainability of its operations. It will also allow tourism to work more closely with international donors focused on sustainability and to further support the recovery of the sector.



II. PROVIDING STIMULUS & ACCELERATING RECOVERY

13. Understand the market and act quickly to restore confidence and stimulate demand

- Communicate with transparency and support destinations and companies to restore confidence among consumers to restart travel as soon as the health emergency allows for it.
- Consider reviewing holiday schedules and, if possible, introduce public holidays later in the year. Incentivize companies to provide holiday vouchers to their staff to **boost demand post crisis** and, in countries where government is a major employer, consider supporting travel and tourism through employee benefits schemes.
- Invest in data and intelligence systems to monitor behaviour, anticipate trends and adjust product design and marketing strategies.
- Identify and **design special promotions** for markets and segments that tend to bounce back more quickly, such as special interest travel or the domestic tourism market.
- Promote **domestic tourism** to start rebuilding national economies. Domestic tourists are expected to be among the first to travel again and reignite demand. Plans should be in place for marketing activities and incentives that will facilitate domestic travel and encourage increased length of stay. This can include more competitive prices, special promotions or travel incentives by employers especially to destinations that are heavily reliant on tourism.
- Considering the impact of the crisis on the peak season of the northern-hemisphere, efforts should be made to **boost off peak tourism products**. This can include campaigns for year-round experiences and events, preparing the sector to adapt their activities and manage tourism flows, and encouraging connectivity within the later months of the year.
- Harness the full potential of social media and millennials in promoting the positive impact of travel again, particularly in domestic markets.



II. PROVIDING STIMULUS & ACCELERATING RECOVERY

14. Boost marketing, events and meetings

- Support tourism administrations, at both the national and local level, in boosting marketing efforts.
- Create special funds to help **attract international conferences and events**, organize local events and support recovery in less resilient destinations. This is especially relevant for destinations that are more dependent on tourism and for communities in rural areas.
- Support companies by **reducing or waiving fees** to participate in travel fairs and shows, other events and marketing activities.
- Invest in digital marketing to ensure targeted actions and enhanced return on investment.
- Incentivize development in products, market segments and marketing activities that contribute to a **more responsible and sustainable travel and tourism sector**.
- Undertake campaigns encouraging informed and responsible travel that contributes to local economies, protects cultural heritage and natural resources.

II. PROVIDING STIMULUS & ACCELERATING RECOVERY

15. Invest in partnerships

- Create a Tourism Recovery Committee with representatives of tourism administrations at all levels (national and local), other relevant ministries (trade, transport, education, foreign affairs, interior, etc), the private sector associations, airlines, workers' representatives and other relevant partners such as technology companies and banks.
- Set a **common plan of action** with clear objectives, an inclusive approach, resource allocations and responsibilities. Monitor implementation and progress.
- Promote digital investment platforms to monitor, promote and co-invest according to prioritized strategic projects and SDGs agendas.



II. PROVIDING STIMULUS & ACCELERATING RECOVERY

16. Mainstream sustainable tourism in national, regional and international recovery programmes and in Development Assistance

- Tourism should be included in **stimulus programmes** – general programmes on tax reductions, export promotion, job support or retraining should benefit the sector.
- Tourism can benefit greatly from investment in infrastructure because of its direct effect on jobs in construction and related sectors. High speed trains, port and airport facilities, stations and major highways fall into this category – as does the environmentally sustainable renovation and climate proofing of hotels, attractions and other tourism facilities.
- Development Assistance can provide the means for recovery of jobs and markets, improved governance and support to enterprises across the entire tourism value chain ecosystem.
- Tourism stakeholders should work to ensure the sector benefits from support available from international and regional organizations such as the IMF, the World Bank, the Regional Banks and the European Commission.
- Ensure sustainability is at the heart of any tourism recovery programme thus taking this crisis as an opportunity for transformation.



III. PREPARING FOR TOMORROW

Tourism has the potential to recover and once again establish itself as a key part of national economies and of the wider sustainable development agenda.

This crisis may also offer a unique opportunity to shape the sector to ensure it not only grows but it grows better, with inclusivity, sustainability and responsibility prioritized. Furthermore, to build for the future, special attention should be placed on building resilience and on promoting sustainability at all levels.



III. PREPARING FOR TOMORROW

17. Diversify markets, products and services

- Diversify tourism to avoid dependence on one single activity or market. Foreign visitors are high value exports and must be considered as part of national export promotion programmes. At the same time, domestic markets are often the backbone of the sector.
- Work to make domestic and intraregional travel more competitive through **enhanced connectivity** and travel facilitation.
- Address the **underlying shifts in demand**. Understanding possible changes in consumer preferences and behaviour post-crisis will be critical.
- Provide more vulnerable communities and groups with the capacity to develop **new tourism products** supporting rural regions and disadvantaged communities.
- Facilitate and/or enhance Social Tourism schemes aimed at seniors, families, youth and people with disabilities



III. PREPARING FOR TOMORROW

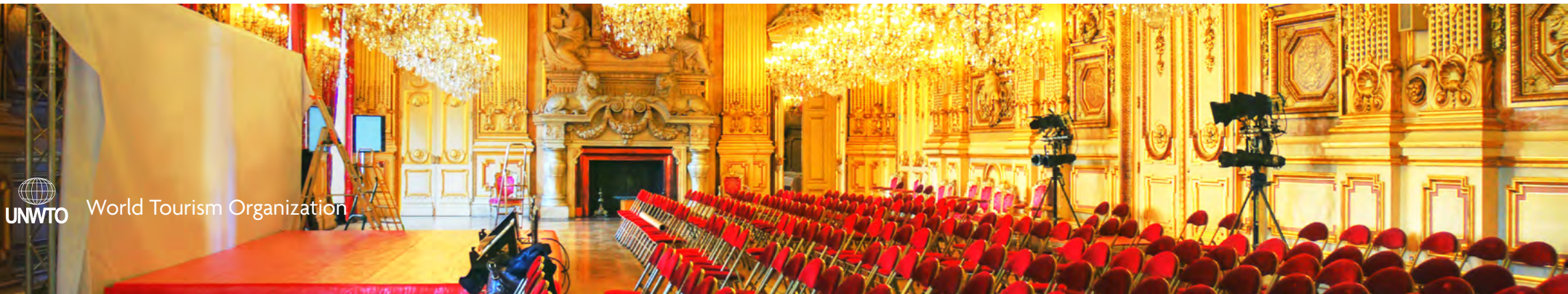
18. Invest in market intelligence systems and digital transformation

- Evidence based decisions and strategies are key, particularly in moments of crisis. Invest in data, analysis and partnerships that allow for close, **short term monitoring** of tourism development and impact.
- Set up national and local sustainable tourism observatories to measure all dimensions of tourism.in partnership with relevant stakeholders and share this information with the sector.
- Embrace digital transformation and **boost innovation ecosystems** in the public and private sectors.

III. PREPARING FOR TOMORROW

19. Reinforce tourism governance at all levels

- Create national tourism governance mechanisms that fully engage the private sector, local communities and promote a **'whole government'** approach to tourism development.
- Develop and strengthen Destination Management Organizations (DMOs) for an **effective and sustainable development** of tourism at local level.
- Build institutional capacity among local and regional government structures for better resiliency and faster bounce back.
- Include tourism workers' associations and civil society and **promote citizens' platforms** to ensure all voices are heard.



III. PREPARING FOR TOMORROW

20.

Prepare for crises,
build resilience and
ensure tourism is part
of national emergency
mechanisms and
systems

- Global crises demand global solutions. Governments, working through UNWTO, should create a Tourism Global Crisis Response Mechanism.
- Review all the lessons learned, including the need to improve risk assessment and crisis preparedness within both the public and private sectors.
- Ensure the inclusion of tourism and transport in **national emergency mechanisms and systems**.
- Create Tourism Emergency Plans and fully embrace the **principles of crisis preparedness** and management in the tourism sector.
- Review existing rules and regulations defining the relationship between consumers, providers, intermediaries as well as insurance policies to better cater for times of exception and spread the risks associated with the crisis.
- Ensure adherence and compliance with International Health Regulations.



III. PREPARING FOR TOMORROW

21. Invest in human capital and talent development

- Review and update the national tourism human capital strategy.
- Build resilience and prepare for the **future of work** through a skilled and prepared workforce and adequate education and training strategies.
- Set partnerships with travel and tourism industry leaders, universities, educational centres, digital players, chambers of commerce, and tourism associations to **advance new skills** for the future of work and to meet the skills needed by the sector.
- Ensure that more vulnerable groups such as women, youth, immigrants and people with disabilities are explicitly included in human capital strategies.
- Respect the principles of **decent work and equal opportunities**. Employers should ensure a safe and healthy working environment by introducing preventive and protection measures to minimize workers' exposure to risks.



III. PREPARING FOR TOMORROW

22. Place sustainable tourism firmly in the national agenda

- Ensure the inclusion of tourism in national priorities, reflecting its capacity to create jobs, to **promote economic growth** and inclusion and advance sustainability.
- Create a whole government approach to tourism development by establishing National Tourism Councils for the coordination of all policies and cooperation with the private sector.



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III. PREPARING FOR TOMORROW

23. Transition to the circular economy and embrace the SDGs

- This crisis could jeopardize our collective ability to achieve the 17 SDGs by 2030. Define, revise or advance the **implementation of Sustainable and Responsible Tourism** within the framework of the SDGs.
- Support the transition towards a circular economy – this crisis is also an opportunity to place stronger emphasis on the development of strategies that enhance coordinated action and decisions across all actors (producers, distributors, consumers, etc.) in the tourism value chain. This can support **integrating circularity in tourism operations**, transitioning to more resource efficient and low carbon tourism operations, while also enhancing the competitiveness and resilience of the sector as a whole.
- Embracing sustainability more fully will help tourism as the sector establishes closer links with the wider United Nations system. A resilient sector is vital if tourism is to become a key partner of UN agencies, international organizations and international finance institutions as the global community works to realize the 2030 Agenda.

[WHO Travel Advice](#)

[UNWTO COVID 19 Response](#)

[IMF Policy Steps to Address
COVID 19](#)

[IMF Limiting the Economic
Fallout of the Coronavirus
with Large Targeted Policies](#)

[OECD Tackling coronavirus](#)

[OECD SMEs Policy Response](#)



RELEVANT RESOURCES