



**9<sup>TH</sup> UNWTO ASIA/PACIFIC EXECUTIVE TRAINING PROGRAM**  
**ON TOURISM POLICY AND STRATEGY**

COMMUNITY BASED DEVELOPMENT AND  
TOURISM RECOVERY

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**Final Report**

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## 1 Background

Since 2006, the UNWTO has convened the Asia/Pacific Executive Training Programme on Tourism Policy and Strategy. This high level executive training program provides a platform for policy makers from a variety of countries to get together to exchange ideas and views on current tourism issues. Through a series of lectures, group discussions, debates, and presentations, the training program seeks to provide a forum to assist public and private sector tourism executives in gaining a better understanding of the latest trends in tourism management and provide a knowledge and experience sharing platform on good practices in successful policy and strategy formulation and implementation. The training program enables participants to improve their strategic tourism management skills and, through the network of contacts, further develop these skills going forward.

This year's program (the 9<sup>th</sup>), entitled **Community Based Development and Tourism Recovery**, was generously financed by the Government of the Republic of Korea and attracted high level participants from over 20 countries in the Asia and Pacific region. The training program consisted of two and half days of workshop and discussion followed by two technical tours through one and half days.

The venue chosen for the training was the South Palms Resort on Panglao Island, near Tagbilaran City in the province of Bohol, the Philippines. This island province, a popular tourist destination offering beautiful beaches, diving and spectacular scenery, is the Philippine's 10<sup>th</sup> largest island and the site of a devastating 7.2 magnitude earthquake, which occurred on 15 October 2013. The earthquake and typhoon Yolanda that followed just three weeks later in November caused extensive property damage and loss of life and disrupted an otherwise vibrant economy and tourism industry. This setting provided participants with an excellent opportunity to better understand the issues discussed during the training programme and a first hand look at the recovery efforts.

## 2 Context

Global tourism continues to grow with the UNWTO World Tourism Barometer reporting that International tourist arrivals reached 1,138 million in 2014, a 4.7% increase over the previous year. For 2015, the UNWTO forecasts that international tourism will continue to grow by 3% to 4%, further contributing to the global economic recovery. This is the fifth consecutive year of above average growth since the 2009 economic crisis.

As the global economic situation improves, tourism demand is expected to continue growing in 2015, even though there are still plenty of challenges ahead. The UNWTO worldwide Confidence Index (based on the 300 tourism experts consulted) confirms the positive outlook for 2015, although expectations are less upbeat than a year ago.

In light of this information, the executive training focused on examining the challenges of how this positive growth can be channelled towards fostering Community Development through the creation of employment and the alleviation of poverty. Equally important, is ensuring that the industry remains robust and resilient by exploring the mechanisms, steps and preparations involved in Tourism Recovery in the event of downturns or disaster.

## a) Community Development and Tourism

Among the big trends outlined for travelers and travel is the desire for meaningful and experiential travel. Community Tourism is seen as a product as well as a means to bring employment and development to communities that might not otherwise benefit. This sounds simple, but in reality is a complex and difficult task that involves a wide range of stakeholders and actors.

Tourism, communities and sustainable development are all inter-related. However, there is in general a lack of clarity and no real common ground regarding how each are to interact. Community tourism is generally regarded as a solution to resolve conflicts between environmental protection and local need for economic development. In theory, this should be achieved through improving residents' quality of life by optimizing local economic benefits, by protecting the natural and built environment and by providing a high quality experience for the visitors.

However, the real challenge is that communities and community tourism are dynamic in nature and managing this requires the coordination of a great many actors – with all having a similar vision for the future.

### *The Scope of Community Tourism*

Communities get involved with tourism either because they are affected by tourism development passively or because they are using tourism as a tool for their development. In the past, there was often limited opportunity for local communities to fully participate and many community tourism developments tended to be exploitative and not necessarily sustainable.

More recent trends observe the triple bottom line combining social and environmental responsibility with economic efficiency and this can be seen in new developments where corporate social responsibility (CSR) has become a way of doing business. Examples such as the “Sandals” Resorts in the Caribbean and the Banyan Tree developments in South-East Asia place considerable emphasis on being part of the community and their contribution to the local economy. This includes targets for poverty alleviation, training programmes, creation of employment and working with and within the local communities. This active partnership of industry and community has proven to be effective and beneficial.

### *Participation in Community Tourism*

Some of the issues that were explored during this session included how community tourism provides linkages between the resources, development activities and how the benefits from development are shared. Some of the challenges to be met include:

- Overcoming ‘top-down’ approaches to community development
- Building capacity within the community to face future challenges
- Fostering stronger, equitable partnerships between communities and tour operators and other powerful groups
- Enhancing overall economic benefits to the community
- Developing tourism in harmony with the basic needs of the community

The goal is for communities to participate fully in the decision-making processes that affect them and to receive tangible benefits for their involvement. Participants were introduced to examples of community tourism developments that demonstrated:

- The need to build smart partnerships between the industry, the community and the resource custodians (often the government agencies);
- How communities can effectively participate in and benefit from tourism; and
- The key factors ranging from the stage of the development of the community, the types of leadership within the community and the policy environment the community exists in.

## **b) Tourism Recovery**

Crises can take many forms; recession, changes in the price of oil, natural disasters, civil unrest, threats of terrorism, disease outbreak, aviation disasters and so on. In whatever form, all have a devastating impact on local lives, livelihoods and local economies. The considerable investments that have been made into developing economies, communities and tourism can be quickly lost when the unexpected occurs.

Tourism is an important economic sector, but is particularly vulnerable to crisis or even the perception of crisis. The impact of travel plans postponed or cancelled, is the loss of much needed employment and income.

Over the past decade, many countries in South-East Asia have had to deal with disasters on a massive scale and then embark on a recovery program. This session examined specific country examples and the impact this has had on the tourism industry and how tourism has been used as a tool in the recovery efforts. This includes how these countries have re-started and rebuilt their brands, regained customer confidence and recovered infrastructure. A key aspect covered was the role of tourism in assisting the rebuilding post-disaster.

The session also covered the lessons learned and how countries can be better prepared to deal with future crisis. This included:

- The preparations necessary to manage a crisis;
- Clear understanding and definition of stakeholder roles;
- Having a plan and being able to implement the plan;
- Managing media; and
- Implementing the recovery plan and re-starting the economy

## **3 Training Program Objectives**

This training program was specifically designed to support tourism policy makers and managers. It aimed to guidance to strengthen effective and responsive policies and strategies that in turn could adapt to changing priorities and concerns at the national and destination levels. The aim was to share successful examples from the region and examine the key aspects that make these successful.

The overall objectives of the training programme are to deepen participants' understanding in 'Community Based Development and Tourism Recovery' in the following areas:

- The role of tourism to achieve changes in the development and recovery of local communities
- How tourism policy can help in the development and tourism recovery for a community
- How to empower people and provide them with the necessary skills
- Creating effective partnerships across all agencies

The training program also strives to enable UNWTO's Asia Pacific member countries to share their successful practices for community development and tourism recovery.

## 4 Executive Training Program

The training was divided into two themed sessions followed by a final conclusion session. Each of the themed sessions commenced with a lead presentation followed by country presentations and discussion. To provide further opportunities for discussions on the themed topics, the participants were divided into group breakout sessions and the recommendations generated from these sessions were presented during a final wrap up session. Two technical tours were arranged to provide real-time examples following the themes of community development and tourism and tourism recovery post-earthquake. The programme for the training was as follows:

Date	Programme
27 April (Mon)	<ul style="list-style-type: none"> <li>• <b>Participant Arrival</b></li> </ul>
28 April (Tue) Session 1	<ul style="list-style-type: none"> <li>• <b>Opening Ceremony</b> <ul style="list-style-type: none"> <li>- Welcome address by Hon. Edgardo Chatto, Governor, Province of Bohol</li> <li>- Welcome address by Hon. Ramon R. Jimenez, Jr., Secretary of The Department of Tourism, Philippines</li> <li>- Opening speech by Mr. Harry Hwang, Deputy Director for the Regional Programme for Asia and the Pacific, UNWTO</li> <li>- Congratulatory speech by Mr. Geun Ho Kim, Director of International Tourism Division, Ministry of Culture, Sports and Tourism, Republic of Korea</li> </ul> </li> <li>• <b>Lead Presentation: "Smart partnerships for Effective Community Development Through Tourism"</b> Speaker: Robert Basiuk This session provided an introduction to Community Based Tourism (CBT) highlighting both the successes and the challenges.</li> <li>• <b>Case Study Presentation: "Traditional Whaling Based Community tourism – Pamalican and Taiji"</b> by Prof Simon Wearne, Faculty of Tourism/Graduate School of Tourism, Wakayama University, Japan</li> <li>• <b>Country Presentations</b></li> <li>• <b>Q &amp; A session/ Small Group Discussion</b></li> <li>• <b>Session 1 Wrap Up</b> by Robert Basiuk</li> <li>• <b>Welcome Dinner</b></li> </ul>

29 April (Wed) Session 2	<ul style="list-style-type: none"> <li>• <b>Lead Presentation: "Recovering from Crisis Situations - Case Studies from Asia"</b> Speaker: Narzalina Zaldivar Lim <i>This session provided an introduction to the vulnerable nature of tourism and the challenges of recovering from a downturn or a disaster.</i></li> <li>• <b>Case Study Presentation: "Valuing Traditional Knowledge in Community- based Tourism Development in Post-disaster Reconstruction"</b> by Prof. Kumi Kato, Faculty of Tourism/Graduate School of Tourism, Wakayama University, Japan</li> <li>• <b>Country Presentations</b></li> <li>• <b>Q &amp; A session/Small Group Discussion</b></li> <li>• <b>Session 2 Wrap Up</b> by Narzalina Zaldivar Lim</li> </ul>
30 April (Thu) Session 3	<ul style="list-style-type: none"> <li>• <b>Breakout Discussions and report-back:</b> Draft a communication with a list of recommendations</li> <li>• <b>Wrap Up / Final Conclusion and Recommendations</b></li> <li>• <b>Closing Ceremony</b></li> <li>• <b>Technical Tour 1</b> on the theme of Tourism Recovery (Half day)</li> <li>• <b>Farewell Dinner</b></li> </ul>
1 May (Fri)	<ul style="list-style-type: none"> <li>• <b>Technical Tour 2</b> on the theme of Community Based Development / Tourist attractions (Full day)</li> <li>• <b>Gala Dinner</b></li> </ul>
2 May (Sat)	<ul style="list-style-type: none"> <li>• <b>Check out and Departure</b></li> </ul>

## 5 Participants and Country presentations

Participants of the training programme were senior director level personnel from the national tourism administrations of 18 UNWTO Member States (see Annex One). Each participant prepared a 15 minute presentation on their country's experience in either Community Based Development or Tourism Recovery. These presentations followed a set template to better enable comparison between countries. The format and content of the country presentations was guided by the following questions.

### Session 1 Community Based Development

- How tourism contributes to community development
- How communities benefit from tourism (employment, craft sales, etc.)
- How the tour industry is involved in community development
- The supporting agencies (e.g. Local government, National Parks, Agriculture, Cultural Agencies, NGOs etc.)
- Does a national Ecotourism or Community Based Tourism strategy exist
- How is each country (state / province) is addressing climate change issues and building resiliency towards climate change
- What are the key issues to be overcome / resolved
- Recommendations / lessons learned

**Session 2 Tourism Recovery** – How does your country deal with economic downturns or disasters?

- What resources are available (human, financial, political)



- What are the planning resources to prepare for a crisis
- Is there a crisis management plan? What does it cover (Natural disasters, physical disaster, civil unrest, disease outbreak)?
- Who is responsible for the tourism recovery plan
- What is required to put the tourism recovery plan into action
- How do you regain position in the market place
- What are the media channels?
- In dealing with recovery from natural disasters, how is your country (region or province) incorporating climate change adaptation and building resilience to climate change in its tourism development plans?
- Recommendations / lessons learned

## 6 Additional Case Study Presentations

In addition to the keynote presentations on Community Development and Tourism Recovery, researchers from Wakayama University were also invited to present the results of work they had been doing in both Japan and the Philippines related to the training programme core themes.

Simone Wearne's presentation focused on the challenges faced by traditional whaling communities in Taiji, Japan and the nearby community of Pamilacan Island, Bohol, Philippines. The traditional income and activity of these communities has been affected by external economic and social trends and this has forced a transition in the local economies. In the case of Pamilacan, community-based tourism is one of the ways in which the community is adapting traditional skills (boat handling and whale spotting) for new activities – whale and dolphin watching. A continuing challenge is how to deal with the media in order to highlight the history and tradition so that this becomes the focus of the attention and product.

Dr. Kumi Kato's presentation focused on the 2011 earthquake and subsequent tsunami that affected a large part of East Japan and the efforts to recover from this disaster. A key feature presented was Japan's ability to respond to a disaster of such immense scope and scale. This was due mainly to the preparations and training that have been a part of life in Japan. Information was available and the residents knew what they were to do in an emergency. The Wakayama University has also been working with communities in the Philippines (Toril, Maribojoc) to provide assistance in earthquake-affected communities and provide guidance based on the Japanese experience. A key focus has been the training of community leaders, development of information kits and the use of appropriate building technologies. Tourism has an important role in all phases of the recovery from the initial assistance and aid to the actual economic recovery.

## 7 Community Development Presentation summaries

### a) Key note presentation

Robert Basiuk opened the session with a presentation that provided an overview of the tourism industry, the current global arrival numbers and value as well as some of the current trends. While the trends for growth look impressive, the over-arching question raised was whether this growth is sustainable and whether the benefits are reaching those who need it most. Tourism is recognised as a potent force to promote community development through the promotion and development of rural areas. Through community-based tourism, there is the potential for improved facilities and



creation of jobs and economic opportunities in the rural areas – especially for women. The challenge is maintaining the balance between the environment, social and economic factors and involving all stakeholders.

Three examples of community-based tourism were presented to highlight the challenges and commitments required. Some of the key points included; whether it is big corporation facilitated or local community, there is a need for a long-term view and realistic expectations. The private sector has an important role to play in creating viable partnerships to ensure long-term benefits to the community. The environmental concerns can only be addressed once economic needs are solved. The overall aim is to ensure tangible benefits and dignified employment.

## b) Country presentation summaries

The key points included in each of the country presentations as well as the key lessons learned and recommendations are presented below.

Country / Benefits / Issues	Recommendations
<b>Philippines</b> -Tourism provides benefits to the ground -Issues of seasonality, sustainability, access to attractions and the need for improvements to access -Also the need for improved facilities and infrastructure	-Development of entrepreneurial skills -Need for 're-branding' existing products and upgrading – retooling -Improve linkages through and across the value chains (to involve communities without attractions) -Regional (ASEAN) standards for CBT -Communities need to take possession of their businesses and rely less on government hand-outs
<b>Bangladesh</b> -Income generating -Involvement of women -democratization through SME development <i>Issues</i> -Physical infrastructure – roads / internet -Safety and security -Negative images of country – religious / social -Barriers – language / religion	-Proper policy to guide planning for community development and involvement in tourism -Training for policy makers, planners, tour operators and tour industry players -Asset identification and management -Promotions to link interventions to product to delivery
<b>Bhutan</b> <i>Benefits</i> -increased employment and business opportunities -contribution to conservation -Policy link to village-level plans <i>Issues</i> -Lack of capacity at community level -Leakage of benefits -demand for infrastructure and roads	-Private Public Partnerships models -participation and involvement of all stakeholders
<b>Cambodia</b> -Community tourism is a priority sector in the National Tourism Strategic Plan -Cooperation between the NGOs, the government sector and the community	-Training and focus on local crops and finding markets for crops a key element -Involvement of private sector key to efficiency and business & market-oriented approach

	<ul style="list-style-type: none"> <li>- Public – Private – Partnerships very important</li> </ul>
<b>China</b> <i>Benefits</i> <ul style="list-style-type: none"> <li>- Democratic process speeding up employment and creation of SMEs</li> <li>-Training and education</li> <li>-Many stakeholders</li> <li>-Local plans have tourism components that are implemented by government</li> </ul> <i>Issues</i> <ul style="list-style-type: none"> <li>-Uneven distribution of benefits in the community</li> </ul>	<ul style="list-style-type: none"> <li>-Better public involvement required – strong leadership and professional delivery</li> <li>-Attention needs to be paid to public interests</li> <li>-Preserving the environmental core is critical</li> <li>-Niche products are important as is finding the balance among the stakeholders</li> <li>-The balance between environmental – Social – Economic</li> </ul>
<b>Fiji</b> <i>Benefits</i> <ul style="list-style-type: none"> <li>-important export industry – provides funding for infrastructure and employment and business development</li> <li>-Government policy direction is implemented through strategic plans and carried out in regional plans – tourism is a core concept</li> </ul> <i>Issues</i> <ul style="list-style-type: none"> <li>-rural – urban migration</li> <li>-Breaking the ‘subsistence mindset’ and the shift to market-oriented business</li> <li>-loss of traditional skills</li> <li>-protection of resources</li> </ul>	<ul style="list-style-type: none"> <li>-Tourism is an economic catalyst – creates employment and encourages new business opportunities</li> <li>-Partnerships and cooperation among stakeholders is essential</li> <li>-More work needed on: <ul style="list-style-type: none"> <li>-coastal restoration</li> <li>-Maintenance of traditional housing</li> <li>-training</li> </ul> </li> </ul>
<b>Iran</b> <ul style="list-style-type: none"> <li>-Tourism development is part of the 5 year planning process within the 20 year national vision policies</li> </ul> <i>Benefits</i> <ul style="list-style-type: none"> <li>-creation of employment, business opportunities, income generating opportunities</li> </ul> <i>Issues</i> <ul style="list-style-type: none"> <li>-loss of cultural attractions (horses)</li> <li>-rural-urban migration</li> <li>-limited private sector capacity – need to develop business and entrepreneurs</li> <li>-Carrying capacity</li> <li>-Crime</li> <li>-Changes to local communities</li> </ul>	<ul style="list-style-type: none"> <li>-Local tourism plans need to include considerations for the local communities</li> <li>-Need to encourage and facilitate local involvement in tourism businesses</li> <li>-Carrying capacities to be included in the planning</li> <li>-Training and capacity building: <ul style="list-style-type: none"> <li>-Tourism training and</li> <li>-Investment assistance</li> </ul> </li> </ul>
<b>Korea</b> <i>Benefits</i> <ul style="list-style-type: none"> <li>-Spread of benefits - economic / stimulate business creation</li> <li>-Planning – 10 year tourism plan – Tourism zone development plan (central</li> </ul>	<ul style="list-style-type: none"> <li>-Need to improve inter-stakeholder communication</li> <li>-Promotion and development of rural areas</li> </ul>

government) - 5 year regional development plans (community)  <i>Issues</i> -infrastructure concentrated in urban areas -Competition between regions	
<b>Vietnam</b> <i>Benefits</i> -jobs, infrastructure, business opportunities, spread of benefits  Planning – CBT is part of the Tourism development planning and programmes of the local government  <i>Issues</i> -Carrying capacity at key attractions -Uneven distribution of benefits -Negative impacts from tourism -ineffective destination management -pollution and degradation -unsustainable development	-Planning to involve communities -Training to build capacity to enable and ensure participation -Mechanisms to involve people and spread benefits -Protection of core assets – culture, nature, architecture, environment

### c) Key points raised during Community Development Discussions

#### i) New Tourism Destination Challenges

There is a need for programmes supporting education and re-skilling in the host communities. This is to take advantage of existing skill sets and re-apply these towards other economic opportunities (e.g. whale hunters becoming whale watching guides). There is a role for NGO involvement in these aspects.

Regional standards or guidelines for CBT and an action agenda for implementation is required and this could be part of the one of the regional cooperation agendas (e.g. ASEAN, BIMP-EAGA, SAARC etc.).

As new countries promote tourism to rural areas, there is an increasing need for cross-cultural training for youths who will now be dealing with tourists from different cultures.

There is scope for the promotion of cross-cultural events associated with sites such Bangladesh's Buddhist pilgrimage sites. This presents a huge opportunity for country promotion, cross-cultural understanding and a potential model example for all countries to follow. This would be a very good promotional opportunity for Bangladesh

At the same time there is a need to address some basic issues for host populations. This should not just be a case of 'toilets for tourists'. There is a need for this, but this should develop from the provision of the services and infrastructure that addresses basic community needs

## **ii) Business development**

Many of the presentations highlighted the importance of the private sector involvement and the development of small and medium enterprises that encourage community involvement. Tourism encourages employment and the development of SME businesses either directly or indirectly related to tourism (supporting industry). The democratic nature of the business means that everyone has access to the opportunities. This provides more direct benefits, is more linked to nature and is empowering to the communities involved. A remaining challenge is to ensure that the benefits from tourism development stay in the community (and country) and economic leakages are minimised.

Training is important to encourage diversification of the local economies (more cash crops – improved market access – involvement of private sector). The involvement of the private sector is crucial as it (the private sector) brings in the business model and profit orientation that is needed.

A challenge is to change the 'subsistence mindset' of rural communities and develop a more future-oriented mindset (one that builds savings and reserves, and acknowledges the finite nature of resources).

However, some concern regarding farms that have been converted to tourism. This raises the questions of whether the farms were sustainable or whether there can be some combination that would withstand changes in tourism flows and downturns.

## **iii) Innovation and new models**

The challenges with promoting community development and tourism require some changes in the tourism industry and this should be an evolution of ideas and approach rather than a revolution.

There are good examples (e.g. Fiji) of new approaches such as the lease arrangements where communities (through the Church) lease land to private sector. Conditions dictate local employment levels, care of environment and support to communities.

Need to manage the changes that tourism brings about in communities and livelihoods. The management of tourist culture viz-a-viz local norms / culture. Just as the hosts need to be aware of the requirements of the tourists, there is a need for improved planning and pre-information for tourists to prepare them before arrival.

Planning and stakeholder involvement is critical to manage the challenges of sites that become 'too successful'. Improved access tends to concentrate the benefits and those areas with poor access do not benefit. Better access can mean shorter stays and less earning; planning needs to consider means to maintain or increase length of stay and to spread benefits to areas with poor access.

## **d) Community Development and Tourism Break-out Session Results**

The break-out sessions provided an opportunity for the country representatives to discuss in more detail some of the issues that had been highlighted during the presentations. The key points highlighted during these discussions follow.

There is a need to focus on community based tourism (CBT) product development and development of viable products that will make money – often it is a case of too many trying to do the same thing and no one really making money.

Tourism planning has to take into consideration the needs of the local people – and the master plans need to consider the local people (CBT). Especially how to involve the communities, motivate them and get their participation.

The CBT strategies and development plans need to have long-term (10 – 20 year horizons) and regular reviews. At all stages there is a need for local participation (communities and the tourism industry). This will require inter-ministerial cooperation to coordinate the development plans especially the funding.

The policies for infrastructure should be responsive to local needs as well as tourism needs.

Some changes are needed in the institutional arrangements for CBT – there need to be clear definition of roles with guidelines for implementation as well as facilitators for community and tourism development. Also, communication campaigns to inform and involve the communities.

There is a social aspect of CBT because it involves people in an activity that encourages them to interact, create new business and mix with people they normally would not have a chance to mix with. This can serve to give the community more pride and confidence to try new things and develop SMEs to diversify their economies and uplift their incomes.

The developing public – private – partnerships need guidelines or protocol to provide a better interface between the tour industry and the community. There is a need to facilitate this inter-action so that money will spread through the community and not just to the front line. A major consideration is whether the local community political structures allow for this and whether there can be tourism committees within the communities.

There need to be mechanisms to involve all stakeholders – this is to ensure that the benefits (earnings) go throughout the community. Facilitate and encourage the community to get involved in business either directly or indirectly related to tourism.

Planning has to reach the local level so that interpretation of national plans and strategies respond to local needs and challenges. Product identification is important to spread benefits and prevent overlaps and duplication.

## **8 Tourism Recovery Presentation Summaries**

### **a) Keynote presentation**

Madame Narzalina Lim provided an overview of recovering from crisis situations that set the scene for the country discussions to follow. The presentation highlighted the importance of tourism and the devastating impacts of disasters on both the communities and the economies. A central theme of the presentation was the essential need to have a comprehensive crisis management plan in place, and to be able to implement this plan as soon as disaster occurs. The plan has to have the involvement of all stakeholders so that roles and functions are clearly understood and so that it can be implemented. The key elements of crisis management are; 1)

early warning, 2) preparation and practice, 3) ability to execute and communicate, and 4) returning to normal post-crisis.

To illustrate how countries and regions have dealt with crisis, three case studies covering the SARS pandemic, the Indian Ocean Tsunami and the Bohol Earthquake and Typhoon were presented. These studies presented examples of the key strategies and efforts used by destinations to deal with the crisis and then to recover their tourism business. These strategies focussed on:

- Regaining public confidence in the destination
- Ensuring business continuity
- Making the destination crisis resistant

## b) Country presentation summaries

The key points included in each of the country presentations as well as the key lessons learned and recommendations are presented below.

<b>Country / Issues / Actions</b>	<b>Recommendations</b>
<b>India</b> -Many types of disasters -Prepare – Respond – Recovery & Mitigate loop -Clear strategies with defined responsibilities	-Cooperation among all stakeholders is key -Communicate the truth – direct and simple -Government leads from the front -Never ignore the domestic tourist
<b>Japan</b> -Preparation is key – drills, provisions and infrastructure -planning -Be ready to implement recovery plans	-Inter-agency networking to involved all stakeholders -Directing visitors to the proper assistance areas (assume that local already know) -Distribute facts to overseas travel trade in all markets simultaneously -involve the media build partnerships
<b>Lao PDR</b> -National disaster management plan -Provincial and district levels are involved – roles clearly defined -More work needed on the implementation	-Inter-agency plans for coordination – roles clearly defined -Need to implement the plans -Plans to cover all levels community, district, provincial, national
<b>Macau</b> -Recovery from an economic downturn -Public – Private dialogue to fully understand needs and challenges	-Fiscal measures to assist industry (tax breaks, license waivers, soft loans) -Support to training programmes (up-skilling of staff) -Need to understand the needs of the industry / stakeholders -Use down time to train staff and to be better equipped to handle future crisis -Turn crisis into future opportunity – ensure sustainable future
<b>Malaysia</b> -National Security Council with legal powers – formed under Order no. 20 -National Policy and mechanism on crisis management	-Institutionalized Crisis management council -Mobilise early -Gather support – domestic and

<ul style="list-style-type: none"> <li>-Fiscal measures</li> <li>-Communicate situation and efforts</li> <li>-Need coordination and communication among stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>international</li> <li>-Budgets for fiscal measures</li> </ul>
<b>Maldives</b> <ul style="list-style-type: none"> <li>-Uneven distribution of tourism benefits</li> <li>-Social and cultural clashes – tourist vs. local</li> <li>-Crisis Management plan and plan of action</li> </ul>	<ul style="list-style-type: none"> <li>-Comprehensive internal communication plan – everyone with same facts</li> <li>-Clearly defined roles for all stakeholders</li> <li>-Budgets to implement measures required</li> <li>-Plan includes communication strategy</li> <li>-Be prepared – institutionally, financially, mentally</li> </ul>
<b>Sri Lanka</b> <ul style="list-style-type: none"> <li>-Ministry of Disaster Management</li> <li>-To influence policy decisions at all levels</li> <li>-Deliver relief in emergency situations</li> </ul>	<ul style="list-style-type: none"> <li>-Strengthen capacity for self-help – not just to wait for relief (a key point raised, see also: Philippines)</li> </ul>
<b>Thailand</b> <ul style="list-style-type: none"> <li>-Integrated assistance from all stakeholders</li> <li>-Establishing communication lines – need reliable information to know when “all is clear” and recovery can start</li> </ul>	<ul style="list-style-type: none"> <li>-Being prepared is crucial – knowing key actions to be taken, when and by whom</li> </ul>
<b>Indonesia</b> <ul style="list-style-type: none"> <li>-Disaster Management System – prepare for a crisis</li> <li>-Legislation, training, funds available</li> <li>-Crisis Management Plan <ul style="list-style-type: none"> <li>• Communication and marketing Before, during and after</li> <li>• Monitoring and evaluation of measures</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Need early warning systems – and need to ensure these are active and effective</li> <li>-Need collaboration among all sectors (government and private) – and inter-regional</li> <li>-Need a well-managed system for getting the assistance to the ground</li> <li>-Need a plan for recovery with time limits and KPI</li> </ul>

### c) Discussion of Presentations

In general, all the country presentations have shown that as soon as whatever is affecting the country has stopped (whether a war, crisis, disaster etc.) and the message goes out, tourists will return (especially if you have something attractive to promote). Case in point is Sri Lanka, which had very little in terms of tourism until the civil war was ended and then the turnaround was very quick and tourism bounced back. The Maldives had continuous growth until the tsunami, there was an immediate downturn, but tourism bounced back after a year and has continued to grow.

This same message holds true for all destinations that have been through a crisis. The common thread is that where there is a good attraction on which to base tourism, as soon as the ‘all clear’ message goes out – visitors will return. Tourism is exceptionally resilient and is an excellent means to stimulate the economy post crisis.

The importance of fiscal measures to assist the tourism industry in their recovery was highlighted as very important. The presenters also all indicated the importance of their domestic markets as the key to recovery. Thus there is a continuing need to develop solid attractions that cater to the local tourists and these will then, in turn,



lead on to attracting the international tourists. Good examples of this can be found in Thailand, India and the Philippines.

#### **d) Summary of Tourism Recovery Key points**

The key recommendations for effective tourism recovery include having the following in place.

##### **i) Budgets and Financial Support**

Fiscal measures are essential to assist the industry during the downturn of business. Some of the key aspects and types of measures include:

- Having the budgets available to implement the measures required
- Measures to assist industry including various kinds of tax rebates, soft loans, license fee waivers, bridging loans (especially for the SMEs who are among the most vulnerable segments)
- Economic stimulus programmes,
- Support to training programmes (up-skilling of staff, training of guides and jobs) - use the down time to train staff and to be better equipped to handle future crisis
- Turn crisis into future opportunity – ensure sustainable future

##### **ii) Communications plan**

Communicate the truth and keep it direct and simple – transparency timeliness of the information is essential. There has to be a reliable source of information to build credibility and to distribute facts to overseas travel trade in all markets simultaneously. Invest in trained spokespersons who are able to deal with international media. Involve the media in the recovery process and build strong partnerships. There should be a comprehensive internal communication plan that ensures everyone has the same facts. Includes all media - print, broadcast, social networking etc.)

##### **iii) Tourism planning**

Be prepared – institutionally, financially and mentally. Preparation is crucial – knowing the key actions to be taken, how much budget is available, when it is available and who can release the funds. The key points include:

- Need to plan for tourism recovery and mobilise early
- Institutional plans and programmes should be prepared through legislation so the plan can be implemented when needed
- An on-going challenge is to review guidelines. For example, building in coastal areas for safety – especially with respect to set-backs
- Identification of hazards (natural and man-made and the planning requirements associated with these)
- The need for early warning systems – and need to ensure these are active and effective. Also evacuation centres and plans and signage to reach these.
- Review of policies in association with climate change
- Good examples exist from Japan and other countries and these should be shared.

#### **iv) Tourism Recovery - Familiarization Trips**

An important step in the process is letting the traveling public know that the destination is 'back in business' and ready to receive tourists. This will require the participation of all stakeholders. The key objectives are to:

- Keep the media informed of progress and then bring them to the destination
- Let the media see and experience the actual situation
- Demonstrate how the government is responding and how things are recovering
- Show alternative attractions and products to keep the tourism going
- Instil and re-establish confidence in the destination
- Provide alternative routes and attractions

#### **v) Tourism recovery - Special events**

The staging of special events post-disaster can be used as a catalyst to grab attention and generate renewed interest in the destination. Using celebrities helps to not only grab attention, but also use their influence to speak for and endorse the destination. These events provide:

- Something to highlight in the media reports
- Mega-events to attract tourists
- Endorsers, celebrities, ambassadors for the brand/destination

#### **vi) Domestic tourism**

The importance of the domestic tourism market should not be underestimated in tourism development and it becomes especially important in a destination's bid to recover from disaster.

- The local market is very important – never forget the local tourist
- During recovery, gather support with the domestic markets and then move to the international
- Need to fill rooms with the local tourists
- Other resilient markets include the special interest markets – those willing to 'rough it' and to go before the crowds (e.g. Divers, trekkers, 'off-the-beaten-path' tourists).

#### **vii) Partnerships and Regional Cooperation**

Cooperation and inter-agency networking among all stakeholders is the key to recovery and this include cooperation at the government, private and inter-regional levels. This requires:

- Inter-agency plans for coordination with clearly defined roles
- Need to understand the needs of the industry / stakeholders
- Cooperation with the international agencies (PATA, UNWTO, ASEAN etc.)
- An ASEAN toolkit for crisis management
- The need to team up with regional cooperation groups to strengthen the programmes and the ability to respond to disasters when they occur.

#### viii) Institutional

Having clearly defined roles is essential so that all agencies can carry out their functions and contribute based on their strengths. Some of the key points include:

- The Government leads from the front and is responsible for developing and then implementing crisis management plans
- The plans cover all levels - community, district, provincial, national
- There are institutionalized Crisis management councils
- The plan includes communication strategy
- There is a well-managed system for getting the assistance to the ground
- The plan covers recovery and has time limits and KPI

#### ix) Training and Capacity building

Training and capacity building is required at all levels and especially for community leaders. This is to ensure that they are prepared to lead their communities and they know what is required to be prepared for handling disasters. The key points include:

- Enhancing local knowledge
- Training communities for readiness and preparedness
- Strengthening the capacity for self-help and self-reliance – not just to wait for relief (this is a key point highlighted by the Philippines and Sri Lanka)

#### x) Need for closure after disaster

There is a need to ensure that there is closure. The spiritual needs of the community have to be taken into consideration so that there is the appropriate time to be able to grieve and then to be able to recover.

## 9 Technical Tours

The Philippines Department of Tourism organised technical tours for the afternoon and evening of 30 April and all day 1 May. These tours followed the overall theme of the training programme and highlighted the efforts being made to involve communities in tourism. Additionally, the tours demonstrated the remarkable tourism recovery efforts achieved following the earthquake and typhoon of 2013.

Keeping true to the Philippine tagline, “It’s more fun in the Philippines!” the tours were very enjoyable, but at the same time very meaningful and instructive. The participants were taken to many of the core inland attractions of Bohol, including those affected by the earthquake. A highlight of each day was the interaction with the local guides and the communities as well as the local entertainment that seemed to be at every stop - local talent ranging from school children to adults singing folk songs.

#### Day One Highlights

- Local Tubigon loom weaving using *buri* palm
- Geo-tourism at the Punta Cruz Watchtower
- Maribojoc Organic farming
- Fire fly cruise on the Abatan River

## Day Two Highlights

- Chocolate Hills visitor area
- Balay Sa Humay rice farming demonstration
- Bohol biodiversity centre and tree planting
- Loboc River Cruise – community involvement and singing
- Clarin ancestral house
- Loay ironsmith experience
- Albur community Coco Jam industry

The key messages from the tours included

- Focus on local attractions and local skills to provide opportunities (blacksmith, weaving, crafts, entertainment);
- Interpretation and guiding is essential to inform and involve the tourist and link them with the attraction;
- There is a need to develop external product markets for the crafts and products produced – don't just rely on tourists, the business has to be viable (e.g. the coco jam was supplied to other commercial outlets);
- Turn disaster into an attraction – the earthquake uplift zones have become part of the tour and provide an interpretive link to other attractions (the formation of the chocolate hills); and
- Rebuild key sites quickly to keep business flowing (e.g. Chocolate Hills look-out tower).

## 10 Conclusions / Recommendations

### a) Community Development

**Benefits from Tourism** - There were a number of points in which there was more or less universal agreement by all participants. Key among them was the agreement that tourism benefits communities and promotes development. This is achieved through the provision of employment, economic opportunities through creation of small businesses and increased involvement in the tourism value chain.

**Involvement of Stakeholders** - There was also agreement that the development of sustainable tourism and sustainable communities requires the involvement of many stakeholders. The roles of all these stakeholders need to be clearly defined so that their respective functions are complementary and supportive.

- Government of course is critical in development of policies that are responsive to market and host country product realities as well as the needs and capacity of the tourism industry
- NGOs have a role to play in providing technical inputs, financial stimulus (where appropriate) and research and development.
- The private sector plays a vital role in the delivery of tourism and providing continuity through long-term commitment and investment
- The community should be an active participant and partner in tourism. Policy should work towards ensuring that benefits are spread equitably and widely through host communities.

**Tourism Development** - There is a need to focus on the core assets and attractions. Realistic analysis of tourism potential is required and this has to be based

on resource and market realities. Tourism policy should guide the industry and facilitate the involvement of communities. The strategies have to reflect the type of tourism that is desired for community development.

**Regional Standards and Guidelines** -Development of regional standards and guidelines for community based tourism in ASEAN or SAARC.

**Involving Communities** -Efforts are required to look for opportunities to involve other communities (those not directly associated with core attractions) in the supply / value chain. There needs to be clear direction and policy regarding how to include communities external to the core attractions in the value chain.

**Training** -Capacity building is required at all levels to adapt and plan for the impacts of climate change. At the community level, training programmes to facilitate entry into and participation in the tourism industry. This includes training to diversify local economies based on existing production potential as well as providing better access to markets. Training programs focused on how communities interact and deal with the private sector to develop stronger business partnerships could also be done.

**Self-reliance** -An goal of the training and capacity building should be to develop self-reliant communities that take possession of their businesses and economics and who rely less on government support.

## **b) Tourism Recovery**

Establishing reliable sources and lines of communications is of utmost importance. All countries have indicated the need to provide transparent, timely and truthful information to build trust in the source of information. There are a number of reasons for this. First, is obviously to provide information during the crisis so that there is a reliable source providing consistent, factual reports.

Second, is to establish a credible and reliable source of information to the domestic and international press. Consistency in the message is essential as is delivering reliable, factual accounts. This means avoiding any speculation and sticking to the known facts. As soon as there is doubt, everything that is released will be viewed with suspicion.

Finally, by establishing a credible source of information you gain the confidence of the public and the media for when it is time to announce that all is clear and the destination is ready to receive tourists (or to travel to other locales within the destination). Again, if the source is not trusted, then the follow up messages will be treated with similar suspicion and it will delay the potential recovery.

There are plenty of examples from around the region that provide case studies for crisis management (best practices as well as worst case scenarios). Developing a library of these to be used as learning tools or as a tool-kit for countries preparing crisis management plans would ensure that these valuable examples are not lost and countries are not continually learning from square one.

There is also a considerable wealth of technological innovations that can be shared amongst the countries. For example, Japan has earthquake-resistant building technology that can be adapted across a wide range of applications; the nations surrounding the Andaman Sea have examples of tsunami early warning systems.

A very important aspect highlighted was the need to develop the capacity and ability to initiate self-help. Regions affected by a disaster need to be able to take control of their situation (as much as is physically or practically possible) in order to take action without having to wait for external assistance or direction (the examples presented from Japan, Sri Lanka and the Philippines highlight this point and can be used as models).

The key aspects for managing crisis and recovering from disaster as highlighted during the presentations have been summarised as follows:

- Be prepared financially to implement fiscal measures to assist recovery
- Communication is critical – timely, accurate, transparent
- Tourism planning – for recovery and to prevent future impacts
- Fam trips – Seeing is believing
- Events – stimulate interest
- Domestic market – don't forget
- Regional partnerships
- Training and capacity building
- Closure

The key recommendations that were highlighted for tourism recovery include:

**Training** -Development of training programmes for communication with the media, the industry and the country population. These programmes can make use of the examples from the region to develop media kits and protocols that can be implemented. Crisis management training should be a part of tourism and community development planning. The primary focus should be on government officials, the tour industry and the youth (start them young).

**Models / simulations / Tool-kits** -there is a wealth of experience in the region. However, once the plan is in place it should be periodically tested or simulated to make sure the assumptions are correct and the plan will indeed work when needed. Japan has good examples that can be shared.

**Recovery Plan and Monitoring** - there is a need to collate the existing plans and experiences to create a database that can be shared. The evaluation of the effectiveness of the management and recovery plans is an important part of this exercise to refine and evolve the responses.

**Knowledge database** - There is a wealth of information and experience in the region dealing with everything from crisis management to technological innovations and new building designs. Developing a knowledge database or central repository of this information would provide a valuable resource for countries seeking input on plans and building codes, as well as toolkits for recovery.

## 11 Acknowledgements

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