Ensure that at each level of destination governance (national, regional, local) there exists a horizontal governance structure for tourism development, resilience building and management, which includes public authorities across areas with interest or influence in tourism, private tourism stakeholders (companies, residents) and other relevant stakeholders (e.g. civil protection actors)

Level	National, Regional and Local
To whom is directed	National Tourism Authorities (NTA), Regional Tourism Authorities (RTA), National Tourism Organisations (NTO), Regional and Local Destination Management Organisations (DMO)
Who should be involved?	National, Regional and Local Governments, Municipalities, Health Authorities, Civil Protection, Police, Fire services, Protected Areas Management Organisations, Emergency Organisations; Tourism Professional Associations, Tourism Businesses
Time bound	Medium-term
Effort	Moderate Effort
Why?	To ensure resilience in the tourism sector, it is crucial to establish a robust coordination system that involves various stakeholders, both private and public, from within and outside the tourism ecosystem. This involves horizontal coordination across national, regional and local government departments and agencies, with the different sectors of the tourism ecosystem and with stakeholders from other sectors such as police, fire services, national security service, civil protection, and environmental agencies.
	Horizontal coordination ensures that government departments and agencies with an interest or influence in tourism are fully engaged in its planning and development. This type of coordination promotes cooperation, information sharing, and joint decision-making among peers to address common challenges and opportunities. For instance, during financial crises, tourism authorities must collaborate with finance and economy departments, while in the case of human-made crises they should coordinate with the national security service.
	Coordination between public and private stakeholders and with the different sectors of the tourism ecosystem is important for developing a cohesive approach to tourism development that considers the diverse needs and perspectives of various areas of activity.
	Moreover, given that tourism is often "collateral damage" in various crisis events — be it natural, health-related, financial, or human-made— it is imperative for tourism to have a significant presence in national, regional, and local crisis preparedness and management efforts and in all pertinent discussions. This ensures that the sector's unique needs and challenges are addressed, maintaining its "seat at the table" in decision-making processes.

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High-level implementation steps and options	*Stakeholder mapping* • At each level (national, regional and local) identify the key stakeholders and organisations to establish collaborative coordination to develop tourism, build resilience, to ensure crisis preparedness and to manage different types of crisis (e.g., fire services in wildfires or environmental agency for water shortages). • Map out the relationships between these stakeholders to better understand the influence and interest each stakeholder has on the tourism ecosystem and how they can contribute to better resilience and crisis management. • Ensure that residents are considered as key stakeholders, with mechanisms for them to contribute to and be consulted in tourism-related decision-making. Also, that they are informed in crisis-related consultations. *Define the objectives and scope for the horizontal collaborative coordination mechanism* • Define the objectives for collaborative coordination. • Establish the scope of the groups' activities, focusing on enhancing coordination, improving resilience, crisis preparedness and leveraging expert knowledge. *Define the topics to be regularly discussed in the collaborative horizontal management mechanism* • Tourism strategy development and monitoring. • Resilience strategies and initiatives. • Policy and regulation. • Risk identification and analysis. • Data sharing & insights. • Tourism sentiment analysis. • Crisis preparedness and planning. • Resource allocation and support. *Ensure systematic operation of the horizontal coordination structure* • Conduct regular meetings (for example, twice a year). • Ensure clear communication channels and protocols for coordination and information sharing. • Monitor and evaluate the coordination structure's effectiveness and use the feedback gathered to make necessary policy and operational adjustments.

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High-level implementation steps and options	*Define how the horizontal coordination efforts would contribute to managing different types of crisis events*
	
	 • Define and establish the necessary horizontal coordination, outlining roles, responsibilities, and communication channels (leverage the participants of the resilience and preparedness group).
	 • Develop a stakeholder matrix summarising the coordination needed horizontally for different types of crisis events.
	 • For country-wide crisis events:
	     o Coordination efforts should be done at central level, by the NTA or NTO. They should coordinate with the government departments responsible for managing specific crises, with national professional associations and with central emergency response organisations.
	 • Regional and local events:
	     o Coordination of tourism should be ensured by regional and local DMOs, who should be in close contact with NTAs/NTOs if support or guidance is needed. There should be coordination with regional and local government and municipalities or with regional civil authorities, who often are leading crisis management efforts. They should also coordinate with regional delegations of professional associations, main tourism businesses and local emergency response organisations.