Secure broad enough mandate for operational actors at regional and local levels (Destination Management Organisations, DMOs) to provide effective support both in normal and crisis situations to tourism ecosystem stakeholders at their levels, including focused policies, financial support, skills development and promotional activities

Level	Regional and Local
To whom is directed	National Tourism Authorities (NTA), Regional Tourism Authorities (RTA)
Who should be involved?	National Tourism Organisations (NTO), Regional and Local Destination Management Organisations (DMO)
Time bound	Short-term
Effort	Moderate Effort
Why?	Regional and local governments play a fundamental role in tourism development and management. The principle of subsidiarity should be followed to ensure agile governance, allowing issues to be resolved at regional or local level whenever possible. These organisations must be equipped with the necessary tools, knowledge, and resources to effectively support the tourism stakeholders that operate at those levels.

Regional and local DMOs can act on several fronts. Their proximity to the local context allows them to coordinate preparedness and response efforts more effectively. This close understanding of local needs and conditions puts them in a privileged position to implement policies and what is learnt from these experiences, while offering targeted support to local businesses.

These organisations are also key in establishing effective collaborative environments. They can provide quick and targeted responses during crises, by fostering close relationships and communication channels with government, industry, and other stakeholders. Furthermore, their accessibility promotes a more inclusive and participatory approach, enabling stakeholders to reach out and collaborate on solutions. |

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High-level implementation steps and options	*Ensure the scope of regional DMOs to include the following areas:*

Ensure the scope of regional DMOs to include the following areas:

- **Strategy development**: Develop strategy (including crisis management) for the tourism in the region, ensuring alignment with relevant national strategies, regional strategies and with the different sectors of the tourism ecosystem, taking into consideration territorial specificities.
- **Destination management & product development**: Oversee 1) coordination across different bodies and ensuring synergy in implementing tourism policies; 2) the management and development of tourist destinations, including conservation of natural and cultural heritage sites; 3) product development and tourism offers.
- **Policy implementation**: Enforce national and regional policy and regulations at destination level and monitor and support tourism ecosystem stakeholders in their work towards the policy objectives (e.g. reducing food waste). Provide local/regional policy feedback to support national and regional policy making processes.
- **Technical and financial support**: Provide advice to tourism actors (local DMOs and businesses) on enhancing the tourism product and experience, tourism management and supporting businesses to achieve common goals and address challenges. They should also support the ecosystem actors in making good use of available funding and skills development opportunities.
- **Stakeholder coordination**: Act as a connector between the public authority, private companies, and other relevant entities, promoting collaboration and data sharing among them. Guarantee coordination with the national and regional tourism authorities, regional industry associations and other main tourism stakeholders. Ensure cross-sectoral collaboration, interacting with all relevant sectors and stakeholders, including different actors that have regional mandates (police, fire services, etc.), as well as residents.
- **Data Collection and analysis**: Align with and make use of data platforms and tools provided at national/regional level for the destination management, complementing nationally available data resources with regional data.
- **Central hub of information**: For regional and local levels, providing relevant information for tourism operators, including reporting on data collected (e.g., monthly tourism performance of the region).
- **Destination promotion**: Promote their respective regions as tourist destinations, following guidance from the highest administrative levels on promotion aimed at different territories (domestically, neighbouring regions/countries, internationally).

Review regulatory frameworks to broaden mandates:

- Review, if necessary, the regulatory framework to strengthen the role of these organisations, increasing their mandate to effectively support the ecosystem.
- Ensure that the legislative framework provides the necessary authority and resources for effective crisis management.

Secure broad enough mandate for operational actors at regional and local levels (Destination Management Organisations, DMOs) to provide effective support both in normal and crisis situations to tourism ecosystem stakeholders at their levels, including focused policies, financial support, skills development and promotional activities

High-level implementation steps and options	*Ensure the scope of action of DMOs at Local level to include the following areas:* • **Strategy development**: Develop a strategy for tourism in the city or municipality, ensuring alignment with regional and national strategies, other relevant regional strategies and with the different sectors of the tourism ecosystem, and considering local specificities. • **Regulatory**: If foreseen in the country's administrative model, implement relevant tourism administrative tasks at local level, such as monitoring and providing licences for tourism operators and managing support grants for tourism businesses. • **Policy support**: Monitoring and advising tourism ecosystem stakeholders' activities and needs at the local level, giving feedback and proposals on tourism policy implementation for local and regional tourism authorities. • **Stakeholder coordination**: act as a connector between the municipality, private companies, and other relevant entities, promoting collaboration and data sharing among them. They should guarantee coordination with the regional DMO, coordination with municipalities and coordination with main tourism stakeholders. Ensure cross-sectoral collaboration, interacting with all relevant sectors and stakeholders including non-commercial actors that have important local mandates (police, fire services, etc.). • **Product development and innovation**: Provide advice to businesses on sustainable product development, resilient business strategies, encouraging innovative value creation through cooperation between various components of the tourism industry. • **Promotion and information for tourists**: Establish local information mechanisms for tourists, material and campaigns to highlight local value propositions and tourism offers, in line with promotion strategies at regional and national levels. *Strengthen the capacity to play a role in crisis management:* • **Ensure that regional/local DMO representatives are part of the regional/local crisis management approach** for risk sensing, resilience building, and crisis preparedness and management, or if relevant, establish a dedicated tourism crisis management team at regional/local level. • Review, if necessary, the set of powers, skills, and resources necessary for the DMO personnel to support tourism development and crisis management. • Develop internal procedures and provide training to staff so that they are better equipped to consider the resilient development of the tourism ecosystem at their level, and to deal with crisis situations.