

Ensure systematic availability of funding resources to support local and cross border resilience building and crisis preparedness

Level	European
To whom is directed	European Commission
Who should be involved?	National Tourism Organisations (NTO), Regional and Local Destination Management Organisations (DMO), Professional Associations, Tourism Businesses (SMEs)
Time bound	Short-term
Effort	High Effort
Why?	<p>The ecosystem's capacity to invest in resilience and crisis management expertise, capabilities and resources is limited. Moreover, after experiencing crisis events, the investment capacity of tourism ecosystem stakeholders becomes further constrained, which restricts their ability to make the necessary investments in the post-crisis period.</p> <p>This cycle places significant stress on stakeholders, hindering their capacity to enhance resilience, invest in long-term sustainability, allocate resources adequately, and effectively respond to future crises.</p> <p>Systematic funding resources to support cross-border initiatives should be ensured, given the financial limitations that tourism destinations and businesses face in investing in resilience and crisis management expertise, capabilities and resources, and the need to improve collaboration and collectively develop resilience and crisis preparedness.</p>

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High-level
implementation
steps and
options

Assessment of the ecosystem needs

- Engage tourism stakeholders (tourism organisations at EU, national and regional levels, local levels, professional associations, tourism businesses) to gather input on their needs and priorities.
- Engage with policy makers to identify policy priorities.

Define the objectives and scope

- Outline main policy goals, such as improving the resilience of the EU tourism ecosystem, enhancing crisis management capabilities, and supporting digitalisation and sustainability efforts.
- Specify the stakeholder to target, which include NTOs; regional and local DMOs, professional associations, tourism businesses (particularly SMEs).

Define the types of projects and initiatives that should be eligible for funding, which should include

- Development of comprehensive strategies for improving crisis management across neighbouring countries or regions, including proactive planning and preparedness measures.
- Development of cross-border initiatives to improve the tourism offer and services, supplement existing products with joint assets.
- Creation and implementation of crisis management plans.
- Development of training programmes and guidance material to enhance the capacity of stakeholders in crisis management and responses.
- Promotional campaigns to increase awareness of crisis management policies and measures.
- Enhancement of data collection, analysis and reporting.
- Development and implementation of structures and processes for crisis management.

Promote existing funding programmes which can support financial resources for key tasks and communicate them to stakeholders

- Identify different funding programmes to provide systematic support to cross-border resilience and crisis preparedness initiatives, and also earmark funding to tourism destinations and businesses (particularly SMEs). Ensure the relevant calls are clearly visible in EU Guide for funding on tourism and EU Tourism Platform.
- Provide guidance and assistance to applicants to help them navigate the application process and maximise the impact of their projects (for example through Enterprise Europe Network, EU Tourism Platform).

The information and perspectives presented in this document represent the findings and conclusions of the European Commission's project "Crisis Management and Governance in Tourism" funded under the SME Pillar of the Single Market Programme and developed by Deloitte. These findings are based on data and context available during the study period and are intended solely to provide insights on the project's objectives. The interpretations herein do not necessarily reflect the views of the involved organisations and should not be construed as definitive conclusions applicable to all contexts or as a commitment to implement the recommendations. Further, the European Commission and Deloitte are not liable for any consequence stemming from the reuse of this document.

For more detailed information on project's results and outputs, please visit the project webpage [Crisis Management and Governance in Tourism - European Commission](#).