

Ensure a clear governance model for destination management at all relevant levels with well-defined roles and responsibilities for tourism development, resilience building and crisis management

Level	National
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?	<p>There is often a lack of clarity and visibility regarding the roles and responsibilities of the different organisations within the tourism ecosystem, particularly with overlapping responsibilities among National Tourism Authorities (NTAs), National Tourism Organisations (NTOs), and among regional and local entities (RTAs, regional and local DMOs).</p> <p>This ambiguity leads to overlapping responsibilities or grey areas where no single entity is clearly accountable. This is most evident in crisis management, as it is unclear (duplicity or grey areas without a defined actor responsible) who is responsible for what action at each level. While day-to-day operations may function smoothly despite these uncertainties, the absence of clearly defined roles becomes particularly problematic during crises. The situation worsens when multiple organisations at the same level are involved in managing tourism, leading to confusion and inefficiency.</p> <p>It is, therefore, important to ensure a clear governance model for destination management and clear roles and responsibilities of the different tourism organisations – NTAs, RTAs, NTOs, Regional and Local DMOs – in tourism development, resilience building and in crisis preparedness and management.</p> <p>This is an important first step to better destination management and crisis management preparedness. A clear governance structure will contribute to better collaboration and coordination among tourism organisations at different levels. Clear roles and responsibilities will create agility in tourism governance, accountability, and improved crisis response capacity. Each organisation will then understand its place and how to collectively proceed to build resilience, crisis preparedness and management.</p>

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High-level
implementation
steps and
options

Review Destinations' Management Models

- Collaborate with the organisations engaged in destination management – NTOs and/or Regional and Local DMOs - to conduct a thorough assessment of the current governance structures. Specifically, to examine the roles and responsibilities of tourism organisations at the national, regional, and local levels.
- Conduct a study to identify areas for tourism governance improvement, namely in the distribution of responsibilities.
- Evaluate the effectiveness of existing structures, policies, and practices.

Outline the hierarchical governance structure

- Illustrate the levels of authority and responsibility at national, regional, and local level.
- Review the decision-making processes, ensuring transparency and efficiency in governance and mitigating existing challenges such as bureaucracy and institutional inertia.
- Ensure roles and responsibilities in tourism development, resilience building, and crisis preparedness and management are clear
- Outline tourism development, resilience building and crisis preparedness and the management roles of the different organisations.
- Ensure there is clarity and that there is not duplicity of responsibilities and/or grey areas without a defined responsible post.

Perform Scenario planning exercises

- Test the clarity of roles and responsibilities with scenarios of typical tourism-related or induced decision-making exercises, identifying any overlapping duties or gaps in accountability.
- Test the established coordination and communication channels.

Review Legislation and Policy Development

- If needed, develop and enact legislation and policies to support the governance model changes.

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](#).