

Establish vertical coordination mechanisms between national, regional, and local levels, which supports tourism that mitigates risk factors (e.g. environmental degradation or overtourism), builds resilience across the country (e.g. through diversification) and facilitates putting in place actions for crisis preparedness and management

Level	National, Regional and Local
To whom is directed	National Tourism Organisations (NTO), Regional Destination Management Organisation (DMO)
Who should be involved?	Regional and Local Destination Management Organisations (DMO), National Tourism Authorities (NTA), Regional Tourism Authorities (RTA)
Time bound	Medium-term
Effort	Low Effort
Why?	<p>In addition to clear governance structure, roles and responsibilities, effective coordination is essential. Coordination between the different levels is essential to build resilience and improve crisis preparedness and management. The aim of this coordination is to ensure that policies, regulations, and strategies at different governance levels are aligned and complementary.</p> <p>Policy decisions are made at different levels of government, but a cohesive approach with shared objectives, based on robust cooperation and planning, is critical for building a resilient tourism sector.</p> <p>While national governments may have the final say in budgetary matters, local and regional governments are often better equipped to implement programmes that cater to the needs of tourism businesses. Local governments have a closer relationship with businesses and can assist in designing and implementing programmes, evaluating outcomes, and adapting to changes if necessary.</p>



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High-level
implementation
steps and
options

Define the objectives, scope and participants of vertical coordination

- Outline the goals of the coordination structure.
- Define the scope of activities, such as developing and reviewing tourism strategies, crisis preparedness plans, communication strategies, and recovery plans.
- Identify relevant participants from the horizontal coordination structures at each level to join this coordination mechanism.

Establish a clear coordination mechanism, following the established hierarchical roles, which regularly discusses key topics on resilient tourism development and crisis management

- **Strategic revision:** Review ongoing tourism strategy development, brainstorm the product offer, marketing strategy.
- **Assess tourist trends and challenges** that might impact the tourism ecosystem.
- **Data sharing and insights analysis.**
- **Resilience building:** Develop and update crisis management plans, developing frameworks and action to improve the resilience of destinations. Discuss available funding opportunities and technical support for resilience and crisis preparedness by DMOs and companies.
- **Training & capacity building:** Provide training and capacity-building programmes as well as simulations and drill exercises for all stakeholders to enhance their understanding of crisis preparedness and resilience.
- **Risk sensing,** identify emerging risks and trends. Conduct regular risk assessment and monitoring.
- **Crisis scenario identification,** such as natural disasters, political unrest, health emergencies, terrorism, cyberattacks or economic downturns.
- **Policy & regulation:** Discuss current policies and regulations at different levels, ensure alignment at different levels (regional/local government structures should be involved in decision-making and policy implementation) and identify barriers and challenges that can be overcome by better policy.
- **Resource allocation and support needs identification.**

Set up a communication platform to support vertical coordination between tourism management actors' structures

- Ensure clear communication channels and practices for coordination and information sharing between actors at different levels during normal operation (aimed at resilience building and tourism development) and during crisis (rapid information sharing mechanisms, strategic decision-making support).

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](#).