

Prioritise available funding from the national and regional operational programs to support resilience building and crisis preparedness for tourism authorities at local/regional levels and for SMEs

Level	National
To whom is directed	National Government, Funding Management Authorities, National Tourism Authorities (NTAs), Regional Tourism Authorities (RTA)
Who should be involved?	National Tourism Organisations (NTO), Regional and Local DMOs, Professional Associations, Tourism Businesses
Time bound	Medium-term
Effort	High Effort

Why?	<p>Adequate resource allocation and funding are critical for the tourism ecosystem to build resilience, develop preparedness for crisis events, and effectively manage and recover during such events.</p> <p>It requires sufficient financial resources to invest in proactive measures that enhance the ecosystem's ability to withstand and adapt to crises. It also requires adequate funding during crises to enable the deployment of timely response measures, such as emergency support for affected businesses and destinations, communication campaigns to rebuild trust, and targeted recovery initiatives.</p> <p>Overall, tourism organisations, both public and private, lack the necessary financial resources to develop crisis management preparedness. These organisations have limited resources, which they end up prioritising to areas that need urgent attention or to the areas mostly related to their mandate and operation, such as promotion or product development. This is most noticeable in public organisations at the regional and local levels – regional tourism authorities and the regional and local DMOs.</p> <p>It is, therefore, crucial to prioritise national and regional funding to support resilience-building and crisis preparedness initiatives. Organisations also have a key role to play by maximising funding opportunities and reallocating part of their budgets to support these initiatives.</p>
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High-level
implementation
steps and
options

Assess the needs of the ecosystem

- Engage with tourism stakeholders (destination management organisations of different levels, professional associations, tourism businesses) to gather input on their needs and priorities in the topics or in terms of resilience building and crisis preparedness.
- Engage with policy makers to identify policy priorities.
- Identify already existing funding opportunities driving the tourism ecosystem to analyse gaps in funding and resources distribution.

Define objectives and scope

- Outline main objectives of the resources to be prioritised for resilience building and crisis preparedness
- Specify the type of projects and initiatives that are eligible, including strategies to improve crisis preparedness, implementation of crisis management plans, resilient and sustainable tourism products and services development, digitalisation, enhancement of data collection, analysis and reporting.
- Specify the stakeholders eligible to apply, including NTOs, DMOs, university, invocation hubs, tourism professional associations and tourism companies.

Prioritise in the budget support for resilience building and crisis preparedness initiatives within the tourism ecosystem

- Prioritise resources from the national and regional operational programmes for these areas.
- Develop and launch open calls designed to enhance crisis preparedness and management capacity within the tourism ecosystem.

Create awareness and build the capacity of the tourism ecosystem to leverage existing opportunities

- Publicise the open calls to reach target audiences.
- Issue guidelines with general recommendations for tourism organisations and businesses, advising them to:
 - Develop a funding strategy that includes a mix of sources such as grants, loans, and subsidies.
 - Diversify revenue streams to enhance financial sustainability and reduce reliance on any single source of income.
 - Proactively identify and apply for national and regional grants, subsidies, and financial aid programmes aimed at bolstering tourism resilience and crisis management.
 - Allocate a portion of their budgets towards crisis preparedness and resilience-building activities.

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](#).