



PRIORITY 4:

ENHANCED RESILIENCE FOR INCLUSIVE, SUSTAINABLE TOURISM DEVELOPMENT

Deliverable 4: Action plan for enhanced resilience for inclusive, sustainable tourism development

Presidency Document



Knowledge partner to the South Africa G20 Presidency

Acknowledgement

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Executive Summary

The Action Plan for Enhanced Resilience in Inclusive, Sustainable Tourism Development sets out a strategic roadmap for strengthening the tourism sector's ability to withstand and adapt to environmental, health-related, economic and geopolitical shocks, while promoting equity and long-term sustainability.

Based on the 2024 Tourism Working Group (TWG) Summary of Deliverables and key UN and G20 frameworks, such as the Sendai Framework, the G20 Rome Guidelines for the Future of Tourism, the AIUla Framework for Inclusive Community Development through Tourism, as well as recent UNGA resolutions, the Action Plan emphasises a holistic, systems-based approach that integrates resilience into policy, planning, investment and governance. It calls for the integration of resilience considerations into tourism policy, planning, investment and governance, in recognition of the interdependence of environmental sustainability, economic viability and social inclusion.

Key insights:

- Community-centered models, universal design and targeted support for vulnerable Micro, Small and Medium-sized Enterprises (MSMEs) ensure that the benefits are shared widely and that social cohesion is strengthened.
- Economic, product, spatial, market and temporal diversification strategies, ranging from niche heritage trails to off-season promotion, create multiple revenue streams and protect destinations against shocks.
- Low emissions infrastructure and operations, circularity, ecosystem restoration and smart digital tools enhance adaptive capacity and resource efficiency.
- Institutionalized stress-testing, integrated health and emergency frameworks and regular cross-border exercises are now core components of resilient tourism systems.
- Public-private partnerships, multilateral standards and mutual recognition schemes provide the coordination needed to scale up best practices and sustain recovery.

The Annex presents members' case studies on tailored initiatives to foster resilience, inclusivity and sustainability across diverse contexts. These examples demonstrate practical solutions, including the diversification of tourism offerings, inclusive employment and skills strategies, sustainable investments and improved local governance.

The Action Plan and Compendium work together to guide G20 members in making resilience a mainstream part of the tourism ecosystem, while also supporting progress towards the 2030 Agenda and other international commitments.

Action plan for enhanced resilience for inclusive, sustainable tourism development

Resilience is an increasingly important strategic objective for nations, industries and communities around the world, stressing the importance of development goals to address environmental, social and economic challenges holistically in line with national circumstances and priorities. The G20 members, as leading global actors, have a critical role to play in advancing such a resilience agenda, which will benefit the world by fostering cross-sectoral collaboration and innovation. Tourism, as a key driver of development and a major economic and social force, depending on the natural and cultural environment, can play an important role in this transformation, particularly given its significant potential as an agent of positive change for sustainable development.

The 2024 G20 Tourism Working Group Summary of Deliverables highlights the progress made by G20 Members in promoting sustainable, inclusive and resilient tourism. However, significant challenges remain, indicating scope for continued exchanges and coordination within the G20 framework. Holistic and collaborative approaches between governments, the private sector and international organisations while recognizing diverse national contexts, priorities and needs, which are essential to promote sustainable, responsible and resilient tourism in line with the Paris Agreement and Sustainable Development Goals. G20 members have the opportunity to promote a new growth trajectory for inclusive tourism, recognising that a sustainable and resilient development not only directly sustains jobs and businesses, but also catalyses broader economic growth. Accordingly, it is essential to prepare for future shocks and disasters that may affect the tourism sector.

1. Background - The growing importance of resilience in tourism development and beyond

The concept of resilience has traditionally been associated with managing risks from natural disasters and economic shocks. However, the COVID-19 pandemic demonstrated the vulnerability of the tourism sector to a wide range of external disruptions. In its aftermath, resilience has emerged as a central theme in tourism policy - emphasising not only recovery, but also the sector's ability to adapt, transform and thrive in the face of future risks.

This broader understanding of resilience has important implications for tourism development. It highlights the need to better integrate tourism into national planning and sustainability efforts. Enhancing tourism resilience means more than simply reducing risk - it involves reducing risk and building systems that support communities, economic diversification and inclusive regional development, while safeguarding the environment all in line with national contexts and circumstances. This holistic view should be based on systems thinking - recognising the interdependence of businesses, destinations, consumers and institutions - to promote truly systemic resilience.

While tourism is increasingly recognised as a driver of economic growth and cultural exchange, there is a growing awareness that this development needs to be resilient - able to anticipate and respond to complex and evolving risks. As international tourism recovers to virtually pre-pandemic levels - with 1.4 billion international tourist arrivals in 2024 – the sector

faces increasing sustainability pressures and global challenges, including climate change, biodiversity loss and geopolitical uncertainty.

Building resilience requires strengthening the foundations of the tourism ecosystem, particularly its most widespread and vulnerable actors such as MSMEs. Tourism MSMEs, form the backbone of the sector, representing 80% of all tourism businesses. They are predominantly family- or community-owned ventures in accommodation, food & beverage, tour operations and related services.

In this context, building resilience is no longer an option, it is essential to ensure the long-term viability and competitiveness of tourism systems and their positive contribution to people and planet. This calls for a holistic approach that addresses infrastructure, governance, ecosystem health, resident well-being and business continuity in line with national contexts and circumstances.

As the global community advances the 2030 Agenda, tourism resilience is gaining momentum as a strategic enabler. It highlights the interdependence of sustainability and resilience and calls for proactive, cross-sectoral efforts to ensure that tourism remains a force for inclusive, sustainable development - while being prepared for emerging risks. Governments should embed strategic-foresight and stress-testing mechanisms to detect potential threats and shape agile, pre-emptive policies in line with national contexts and circumstances.

2. Understanding the concept of resilience in the UN system

The concept of resilience was first introduced in a United Nations General Assembly (UNGA) resolution in 2002, in the context of *emergency humanitarian assistance to Ethiopia*. The resolution highlighted the need to address the structural causes of famine to “improve the resilience of the population” ([A/RES/57/149](#), para. 7). Similar language appeared in follow-up resolutions in 2003 and 2004, emphasizing resilience as a central element in long-term recovery and development.

Since then, the understanding of resilience within the UN system has expanded. In 2006, a resolution on *international cooperation in humanitarian assistance* referenced the Hyogo Framework for Action 2005–2015, which called for “building the resilience of nations and communities to disasters” ([A/RES/61/131](#), para. 8). This marked a shift from viewing resilience purely as a response mechanism to recognizing it as a foundation for reducing vulnerability and enhancing preparedness.

Across various thematic areas, UN General Assembly resolutions have reinforced the importance of resilience:

- *Disaster Risk Reduction*: resilience is consistently emphasized in relation to reducing vulnerability to natural hazards, strengthening scientific and technical capacity, and enabling communities to withstand and recover from disasters ([A/RES/61/200](#); [A/RES/62/192](#); [A/RES/68/103](#)). Promoting a culture of prevention and resilience is seen as essential to sustainable risk governance in the “Sendai Framework for Disaster Risk Reduction 2015–2030” ([A/RES/69/283](#)).
- *Climate Change and Vulnerability*: resilience is also central to climate action, especially in vulnerable countries and Small Island Developing States, with calls for enhanced

regional and international support to address climate-related impacts ([A/RES/77/163](#); [A/RES/69/135](#)).

- *Infrastructure and Ecosystems*: building resilient infrastructure and promoting the sustainable use of biodiversity are recognized as essential strategies to protect communities and ensure long-term stability ([A/RES/77/163](#); [A/RES/69/283](#), para. 33c).
- *Institutions, Planning and Recovery*: the integration of resilience into policies, budgets, and institutional frameworks is considered vital. Emphasis is also placed on pre-crisis planning, early recovery, and coordinated approaches that connect humanitarian, climate, and development agendas ([A/RES/67/209](#); [A/RES/68/103](#)).

In sum, the UN has progressively mainstreamed resilience, underpinning efforts to help countries and communities adapt, recover, and build a more sustainable and inclusive future.

3. Previous work on tourism resilience

Efforts within the G20 framework

The G20 has been actively working to enhance the resilience of tourism through various initiatives and frameworks aimed at building a more resilient, sustainable and inclusive global tourism sector.

G20 Frameworks and Initiatives on Tourism Resilience:

- [G20 Actions for Strengthening the Resiliency of Tourism](#): At the 2019 G20 Tourism Ministers' Meeting in Kuchan, Japan, ministers endorsed the Actions for Strengthening the Resiliency of Tourism (Annex 2 of the declaration [Advancing Tourism's Contribution to the Sustainable Development Goals \(SDGs\)](#)), strengthening the resiliency of tourism in G20 member countries through international cooperation and taking voluntary measures including sharing of best practices in crisis management and crisis communication of natural and man-made disasters and external shocks.
- [AIUIa Framework for Inclusive Community Development through Tourism](#): Led by the G20 2020 Saudi Presidency, UN Tourism and the G20 Tourism Working Group, this initiative aims to harness the potential of tourism to promote inclusive local development and advance the SDGs. The framework is built around four key pillars: empowerment, protection, prosperity and cooperation. It highlights the importance of building resilience to improve crisis preparedness, management and recovery. In addition, the framework emphasises human capital development, inclusive labour markets, social protection and innovation in the tourism sector.
- [G20 Rome Guidelines for the Future of Tourism](#): Endorsed by G20 Tourism Ministers in the [Rome Communiqué of 2021](#), the G20 Rome Guidelines provide a strategic framework for rethinking and reshaping tourism policies in response to the impact of the COVID-19 pandemic. They aim to restore confidence, support recovery, draw lessons from the crisis and prioritise sustainability in guiding the sector's future. The guidelines focus on seven interrelated policy areas: safe mobility, crisis management, resilience, inclusiveness, green transformation, digital transition, and investment and infrastructure.

- [Recommendations for the Transition to a Green Travel and Tourism Economy](#): Welcomed by G20 Tourism Ministers in the [Rome Communiqué of 2021](#), the recommendations build on the One Planet Vision for a Responsible Recovery of the Tourism Sector from COVID-19 and provide guidance to advance the transformation of the tourism sector to ensure its future resilience by balancing the needs of people, planet and prosperity. The One Planet Sustainable Tourism Programme further advances this vision by promoting circular economy approaches, resource efficiency and climate action in tourism, thereby strengthening resilience across destinations, businesses and communities.
- [G20 Bali Leaders' Declaration](#): adopted at the 2022 Summit (Nov 15–16), reflected global efforts to recover from the COVID-19 pandemic. Under Indonesia's theme, "*Recover Together, Recover Stronger*", the summit emphasized inclusive recovery and sustainable development. Indonesia prioritized three key issues: global health governance, digital transformation, and energy transition — all critical to post-pandemic recovery.
- [G20 Rio de Janeiro Leaders' Declaration](#): At the G20 Summit in Rio (Nov 18–19, 2024), leaders adopted the *Rio de Janeiro Leaders' Declaration*, committing to social inclusion, sustainable development, and global governance reform. The declaration also highlights key initiatives launched under Brazil's leadership, including the Global Alliance against Hunger and Poverty, a Task Force on Climate Mobilization, and a Call to Action on Global Governance Reform.

Recent developments:

- [Goa Roadmap for Tourism and SDGs](#): Launched by India's G20 Presidency, this roadmap aims to make tourism a central pillar of the 2030 Agenda for Sustainable Development. It emphasizes green tourism, digitalization, skills development, support for MSMEs and effective destination management as tourism priority areas for the development of a resilient and sustainable tourism sector.
- [2025 G20 Tourism Working Group Priorities](#): Under South Africa's presidency the G20 Tourism Working Group has set four priorities including enhanced resilience for inclusive sustainable tourism development. Other priorities include digital innovation to enhance travel and tourism start-ups and MSMEs, tourism financing and investment to enhance equality and promote sustainable development and air connectivity for seamless travel.

Other efforts:

- [The Sendai Statement for Tourism Resilience adopted at the 2024 Tourism Resilience Summit](#), which Japan hosted in collaboration with UN Tourism, calls for stronger public-private cooperation to enhance preparedness for tourism crises and disasters and recovery from them. It summarizes the direction of efforts to improve tourism resilience addressing future risks and supporting long-term sectoral transformation.

Recent Initiatives in the United Nations System, including the United Nations General Assembly (UNGA)

The concept of tourism resilience is still emerging in the United Nations General Assembly (UNGA) discourse. While 'resilience' is mentioned in several resolutions - mainly related to disasters, climate change and humanitarian assistance - its direct application to tourism is limited, broad in scope and lacks an agreed definition. To date, only three UNGA resolutions explicitly refer to tourism resilience, highlighting a significant gap. This is particularly worrying given the sector's vulnerability to complex, interconnected risks - including environmental, health, geopolitical and systemic risks. Unlike traditional disaster risks, these stressors often span social, economic and political dimensions, highlighting the need for a more tailored and comprehensive approach suited to different local contexts.

The milestone resolution is [A/RES/77/178](#), adopted in December 2022 and titled "*Promotion of sustainable and resilient tourism, including ecotourism, for poverty eradication and environment protection*", was the first to feature "resilient tourism" in its title. Advanced under the leadership of UN Tourism, it acknowledges the sector's need to withstand shocks and adapt to change. It highlights tourism's potential to advance broader sustainability objectives - such as fostering inclusive communities and businesses, driving innovation, and strengthening public-private partnerships - and calls for its fuller integration into national and global development strategies. It also invites the General Assembly President and UN Tourism to keep hosting high-level tourism events, which foster UN-wide dialogue, knowledge sharing, and a coordinated push for tourism's role in the 2030 Agenda.

The second resolution, [A/RES/ 77/269](#), adopted in February 2023 and building on UN Tourism's work, proclaimed 17 February as '*Global Tourism Resilience Day*'. It underscores the importance of fostering resilient tourism development in the face of shocks, acknowledging the sector's vulnerability to emergencies.

The third resolution, [A/RES/78/145](#), titled '*Sustainable and Resilient Tourism and Sustainable Development in Central America and the Dominican Republic*', was adopted in 2023, introducing "resilient tourism" as a central theme for the first time, in alignment with UNGA Resolution 77/178.

The fourth resolution, [A/RES/78/260](#), adopted on 26 February 2024, proclaims 2027 as the "*International Year of Sustainable and Resilient Tourism*," aiming to galvanize Member States and stakeholders to mainstream tourism resilience across global and national development agendas.

Together, these resolutions represent an important step forward in mainstreaming the concept of tourism resilience at the highest international level.

4. Areas of action

Inclusiveness as a foundation for resilient tourism

Inclusiveness is key to sustainable and resilient tourism, ensuring that benefits are shared equitably across society, especially women, youth and people in vulnerable situations. This is in line with the concept of tourism for all, which promotes social cohesion, reduces inequalities and creates opportunities for those excluded from the formal economy.

A strong recurring theme among the respondents of the survey, circulated to the G20 members and invited countries under South Africa's Presidency, is that inclusive tourism development underpins resilience. Many members emphasised the need to empower local communities, small businesses and groups in vulnerable situations so that the benefits of tourism are widely shared and more resilient to shocks.ⁱ Several members noted the importance of safeguarding the tourism workforce (human capital) and attracting the next generation so that communities continue to benefit from and engage with the sector.ⁱⁱ

Inclusive tourism also means geographic inclusion - extending tourism to regions that have been left behind.ⁱⁱⁱ Not only does this share prosperity, but it also alleviates tourism congestion elsewhere, improving overall resilience. Many respondents see domestic tourism as a pillar of inclusiveness and shock absorption.^{iv}

Multilateral cooperation on inclusiveness was encouraged. Respondents suggested that G20 members could share best practices on accessible and inclusive tourism and highlight that making tourism more inclusive - socially, economically and geographically - is seen as fundamental to building resilience.^v By broadening who benefits from tourism, destinations build broader social support for the sector and diversify the stakeholders who can help the industry weather crises.

The role of diversification in resilience

Tourism is an important economic pillar for many countries, but overreliance on the sector can heighten vulnerabilities to external shocks such as extreme weather events, pandemics, natural disasters and geopolitical instability. Diversification across economic activities and within the tourism sector is essential to reduce risks and increase resilience.

Diversification - in the economic base, in tourism markets/ products/ destinations and in terms of sustainability - has emerged as a core strategy for strengthening resilience. Members recognise that over-dependence on a single source (be it a single market, season or type of tourism activity) increases the vulnerability of destinations to shocks. Diversification of tourism products and source markets is therefore a common thread, often coupled with efforts to ensure that these new forms of tourism are sustainable.

Economic and sectoral diversification

While tourism is an important economic driver, achieving resilience and promoting broad-based, inclusive and sustainable development benefits from the integration and expansion of non-tourism activities. They reduce over-dependence on tourism and provide a more stable and equitable basis for growth.

Many respondents place tourism resilience within a broader context of economic diversification. For some, this means using tourism to diversify a national economy; for others, it means diversifying within the tourism economy itself.^{vi}

Economic diversification in tourism also means linking tourism to other sectors and opportunities, so that destinations do not rely solely on traditional/mature tourism segments. Several members highlighted the development of niche segments linked to local culture, sports or business events as a way to broaden the economic base. For example, the growing importance of major events was noted (such as major sporting events and conventions) in attracting new visitors and revenue streams. By leveraging sports and MICE events, destinations can channel tourism revenues into related sectors (sports, culture, knowledge

industries) and vice versa.^{vii} At the same time, a focus on sustainable gastronomy can ensure that tourism contributes to local agriculture, culture and food systems, embedding circularity such as reducing food waste and sourcing locally. Such integration ensures that tourism contributes to local agriculture, culture and transport infrastructure and is embedded within broader regional development strategies.

Another aspect of economic diversification is to ensure that tourism revenues flow to smaller businesses and communities rather than being concentrated. By investing in community-based tourism^{viii} or supporting micro-entrepreneurs, members are diversifying the participants in the tourism economy and strengthening local value chains. This increases resilience by giving more local actors a stake and alternative income from tourism. Two members noted that strengthening small tourism enterprises and helping them to innovate (with digital tools, access to finance, etc.) diversifies and enriches the tourism value chain, ultimately creating a more robust economic network that is less prone to collapse.

Diversification of tourism (product and market)

To enhance resilience, it is important to diversify the tourism sector by focusing on a broader range of products, source markets and market balances. Moving beyond traditional offerings to niche segments such as nature-based tourism, heritage tourism and adventure travel can help attract a wider range of visitors. At the same time, a balance between domestic, international and inter-regional markets is essential for stability. Strengthening domestic tourism can enhance resilience to global disruptions and promote inclusiveness by engaging local communities, while interregional tourism increases connectivity and cooperation between neighbouring areas.

Almost all responses emphasised the diversification of tourism products and markets as a direct resilience strategy. This includes developing new types of tourism, expanding to new visitor segments and spreading tourism across seasons and regions:

Spatial diversification

Governments and destinations are taking measures to spread tourists more evenly across regions, easing pressure on popular sites while opening opportunities in new areas. Initiatives in that sense include specific funding lines for rural and mountain tourism as well as product development around ecotourism, cultural routes and adventure tourism.^{ix} These efforts can help new communities benefit from tourism and provide alternative attractions when major destinations experience crisis or overcrowding.

Market diversification

In the context of lessons identified from recent global disruptions, reducing dependence on a single tourism market is a clear priority following events such as the COVID-19 pandemic. Several G20 members have adopted strategies to target a broader mix of source markets, including visa facilitation policies.^x A diverse market portfolio strengthens resilience by reducing vulnerability to economic or political downturns in a single country.

Product diversification

Members are developing and promoting new tourism products and experiences to attract different visitor segments and reduce the reliance that can lead to over-dependence on a single tourism product. There is a strong trend towards the development of niche and

experiential tourism including cultural, educational and gastronomy tourism as well as “workations”, adventure and rural tourism.^{xi} Embracing a variety of tourism themes - adventure, wellness, nature, culture, sport, food, etc. - not only can attract new visitor segments, but also mitigate the risk: if one segment experiences a downturn, others can compensate.

Temporal diversification

G20 members are increasingly seeking to spread tourism more evenly throughout the year, including by promoting off-season travel. This includes national campaigns and special packages to promote off peak travel.^{xii} By reducing seasonality, businesses can maintain more consistent income and employment, building resilience.

These diversification measures are often mutually reinforcing.^{xiii} A common challenge is that simply creating new products or opening new areas is not enough - effective marketing and stakeholder coordination are needed to get tourists to come.^{xiv}

Sustainability-centred diversification

Diversification must be consistent with sustainability practices in line with national circumstances, to avoid exacerbating environmental degradation or social inequalities. Rather than simply increasing tourism opportunities, members are seeking growth that is both environmentally sustainable and socially responsible, so as to build long-term resilience and avoid creating new vulnerabilities.

A key concept gaining traction is that of regenerative tourism, is often interpreted as one that goes beyond minimising impacts to actively restoring ecosystems and support local communities. Examples include habitat restoration, such as mangrove planting, rewilding, marine conservation and community reforestation campaigns - that revitalise natural assets while supporting local livelihoods. Some G20 members have referred to these practices as part of broader reflections on resilience and sustainability in tourism. Regenerative models help future-proof destinations against climate change impacts and environmental degradation going beyond mitigation of tourism impacts by engaging communities in conservation and restoration and incorporating circularity approaches.

More broadly, ecotourism and nature-based tourism as well as circularity approaches, are common diversification areas that are inherently linked to sustainability.^{xv} This approach ensures that diversification is not pursued at the expense of sustainability, but that sustainability becomes a driver for diversification.

Members may, as appropriate and in line with national circumstances and priorities, consider the possible integration of the tourism sector into relevant national policy documents. Climate change adaptation and mitigation strategies are being integrated into tourism development, effectively diversifying the sector towards more climate-change resilient forms.^{xvi} Many members are investing in low emissions infrastructure and operations such as new greenways (cycle paths) and eco-friendly accommodation to both diversify the product and reduce the carbon footprint.^{xvii}

Importantly, some respondents referred to the potential value of multilateral cooperation on sustainable tourism. This includes areas such as water and biodiversity challenges in tourism - issues that transcend borders (e.g. managing water scarcity for tourism), enhance the development of nature-based solutions and common standards for responsible tourism

(covering environmental and social criteria). This highlights that the tourism sector can benefit from enhanced mutual cooperation where relevant and as appropriate.

5. Strategic measures for resilient tourism

Policies, investments and partnerships for fostering resilience

Resilient tourism is recognized as a shared priority that serves common interests and benefits significantly from international coordination. This includes examples such as alignment with broader international and regional agendas, such as the African Union's Agenda 2063, ASEAN's Strategic Tourism Plan, MERCOSUR initiatives and the World Heritage Convention, helping to foster synergies, avoid duplication and enhance policy coherence. Accordingly, beyond their individual commitments and integrated policy frameworks, G20 members are focusing on policies that are consistent with their broader respective international commitments including on climate change, notably the Paris Agreement, sustainability and crisis management in accordance with their national circumstances. This strategic consideration can help that tourism adapt to systemic risks, including climate change and its impacts, public health emergencies and geopolitical instability. Members also noted emerging risks such as security of and in the use of ICTs, rapid technological disruption, shifts in global mobility, and financial uncertainties, which require tailored contingency planning and strengthened public-private cooperation. These actions can be further supported by prioritised investments, robust partnerships and coordinated efforts among all stakeholders, including governments, the private sector and civil society.

Beyond the specific themes of inclusion and diversification, members have provided a wealth of strategic actions - including policy frameworks, investment programmes and partnerships - that underpin tourism resilience. These measures might create an enabling environment for the inclusive, diversified and sustainable approaches discussed above. Key strategic dimensions include crisis management preparedness, coordinated policy and governance, targeted investment in infrastructure and innovation and international cooperation. In applying these measures, it is important to recognise the diversity of tourism destinations. Major urban centres, highly internationalised coastal areas, rural regions and natural sites each face distinct risks and require tailored resilience strategies suited to their context.

Almost all respondents have recently updated or created national tourism strategies with a focus on resilience.^{xviii}

The survey revealed a strong focus on learning from the COVID-19 pandemic and other crises in order to implement robust crisis strategies.^{xix}

Resilience also requires infrastructure investment. A number of members are directing significant public investment towards upgrading tourism infrastructure (with resilience and sustainability in mind).^{xx} Such investments in data and technology increase agility - destinations can quickly identify and adapt to changes (in demand, in the environment).

An overarching finding is that partnerships - public-private and international - are fundamental to tourism resilience. Public-private cooperation is needed to implement many of these strategies on the ground.^{xxi} At the international level, members have expressed interest in continued cooperation through fora such as the G20. Several joint initiatives were proposed in the survey responses: establishing common standards, creating platforms to share data

and best practices, and coordinating skills development and innovation programmes across Members.^{xxii} Overall, the survey responses show a clear consensus that no country can build tourism resilience alone. Collaborative efforts - from harmonising standards to sharing knowledge and investing together in innovation - are seen as the way forward to ensure that the global tourism sector can withstand future shocks and continue to thrive sustainably.

6. Action Plan

The Plan proposes that members undertake the following actions on a voluntary basis and in accordance with national policies, regulations and priorities to enhance resilience for inclusive, sustainable tourism development:

1. Embed resilience as a core pillar of tourism policy

- Align tourism objectives with broader economic, environmental, transport, security and health policies, as appropriate, by embedding sector needs into national and local development strategies.
- Apply a 'resilience lens' to tourism strategies and investments, ensuring that each policy or investment is stress tested against a wide range of challenges (extreme weather events, geopolitical challenges, security of and in the use of ICTs, etc)
- Ensure cross-government coordination on tourism resilience within government, with representation from tourism, emergency management, environment, finance and digital, to coordinate preparedness, response and recovery.
- Develop and routinely review sustainable tourism strategies, action and development plans - at national and destination level - that incorporate risk assessment, flexible adaptation mechanisms and performance monitoring to direct resources where needed.

2. Strengthen crisis preparedness and rapid response

- Integrate tourism into national and destination-level crisis strategies. Develop and regularly review them with emergency services, industry stakeholders and government agencies to ensure alignment, support and operational readiness, in line with national contexts and circumstances.
- Designate focal points to share health, safety and environmental risk data on a regular basis and to make this information available to the relevant national emergency response agencies for rapid and coordinated action as appropriate.
- Promote coordination with tourism companies and global online booking platforms to strengthen crisis preparedness and deliver reliable, consistent, actionable guidance to travellers in emergencies.
- Prioritise a strategic two-way communication plan for tourism stakeholders, tourists and markets - ensuring clear, consistent and factually accurate messaging and active media engagement.

- Develop specific financial instruments to support MSMEs - offering access to quick grants, concessionary loans or pooled insurance products with simplified application processes - to bridge income gaps during shocks.
- Conduct large-scale, cross-border exercises on a regular basis - testing coordinated air/land/sea responses, public/private cooperation and support mechanisms for MSMEs - to validate preparedness and refine common protocols.
- Implement a peer-support and capacity building program pairing expert teams from volunteer nations with at-risk destinations to assess vulnerabilities, deliver targeted training and facilitate technology transfer.
- Develop clear procedures to guarantee assistance to tourists in crises - using, as appropriate, tools such as the International Code for the Protection of Tourists¹ - to track, trace and assess the welfare of travellers.

3. Foster inclusive, community-centred tourism

- Promote inclusive tourism by promoting laws, regulations and practices that ensure decent work and equal opportunities - especially for groups in vulnerable situations such as women, youth, the elderly and persons with disabilities - while promoting fair employment, social dialogue and transition to formal, secure employment.
- Actively involve local communities in tourism planning, development and management to ensure inclusive decision-making and equitable benefit-sharing and integrate their input into national, regional and local strategies.
- Promote innovation in visitor experiences that celebrate local creativity and heritage - linking tourism and cultural strategies and supporting community-based initiatives that spread economic and social benefits through inclusive, experiential tourism.
- Promote inclusive tourism by supporting universally designed travel products and services that ensure accessibility and enable tourism for all, recognizing its broad social and cultural benefits.
- Encourage tourism providers to adopt existing tools and international standards - such as ISO Standard 21902² - as frameworks for accessible infrastructure and services. Encourage diverse hiring and local entrepreneurship to provide inclusive, dignified experiences. Focus on community leadership in designing tourism products that reflect local identities, ensuring shared economic benefits and long-term sustainability.
- Enhance capacity building on universally designed infrastructure, affordable social tourism programmes and cross-border mutual recognition of accessibility labels - ensuring that families, seniors and people with disabilities can travel seamlessly across member states, while respecting the diversity of governance systems across G20 members

¹World Tourism Organization (2022), International Code for the Protection of Tourists, UN Tourism, Madrid, DOI: <https://doi.org/10.18111/9789284423361>

² UNE-ISO 21902 (2021) *Tourism and related services. Accessible tourism for all. Requirements and recommendations*: <https://www.une.org/encuentra-tu-norma/busca-tu-norma/norma/?c=N0066245>

- Connecting established tourism hubs with emerging or under-visited destinations to share best practices on community engagement, benefit-sharing models and MSME capacity building - strengthening local ownership and inclusive growth across the network.
- Set clear targets and implement monitoring systems to track the social impact and inclusiveness of tourism - collecting data on community wellbeing, workforce diversity, MSME performance and local feedback to inform evidence-based policy and ensure accountability.

4. Drive economic and product diversification

- Diversify tourism markets - grow domestic, regional and niche segments - and innovate product offerings to meet evolving traveller profiles, reducing reliance on a limited number of long-haul source markets.
- Encourage the development of nature-based tourism, cultural heritage circuits, agri-tourism and immersive 'experience' packages to reduce seasonality and market concentration.
- Identify and address supply-side weaknesses in tourism by supporting skills development, digitalization, reinvestment, and targeted funding to strengthen business resilience and recovery.
- Document, adapt and share proven models for stimulating domestic tourism (vouchers, marketing campaigns) as shock absorbers.
- Compile best practice case studies and step-by-step guidance for Member States on effective market and product rotation.
- Support local SMEs, artisans and producers by integrating them into tourism value chains through coordinated cluster initiatives (regional or thematic) and capacity-building partnerships.

5. Unlock finance and support for tourism MSMEs

- Develop principles for concessional loans, guarantees and grant windows to help MSMEs cover fixed costs during crises and invest in sustainable, circularity or digital upgrades; invite willing multilateral development banks, international and regional institutions, UN agencies and private investors to establish dedicated facilities - and compile/share outcome reports and impact evaluations so that all members can learn from best practices.
- Use existing initiative to provide modular training and mentorship in crisis management, e-commerce/digital marketing and sustainable operations - especially for micro-enterprises and operators in remote areas - and publish curricula and success metrics in an online repository for cross-border replication.

6. Invest in smart, sustainable and climate-resilient systems

- Embed sustainability and environmental (including climate) considerations into tourism policies by shifting focus from visitor numbers to long-term value and impact. Prioritize low emissions infrastructure and operations, and biodiversity-friendly practices, while promoting circularity across the tourism value chain and recalling international commitments to align with efforts to limit global warming to 1.5°C
- Collaborate with the tourism industry on sector-specific initiatives to reduce environmental impact and enhancing financial support for nature conservation and biodiversity protection.
- Coordinate with willing multilateral development banks, UN agencies and private investors to support cross-border greenways, rail-based tourism routes and climate-resilient park-to-park connections to accelerate decarbonisation targets and reduce aviation dependency, and share lessons learned across members.
- Promote adoption of the Statistical Framework for Measuring the Sustainability of Tourism (SF-MST), endorsed by the UN Statistical Commission in March 2024.
- Coordinate and support destination-level initiatives for sustainable tourism, focusing on land use, sustainable transport, pollution control, resource management and circularity approaches. Engage visitors in responsible behaviour and promote destinations as models of sustainability.
- Promote voluntary exchange of knowledge and good practices on regenerative tourism models, to support destination-level strategies that enhance socio-environmental resilience and long-term sustainability.

7. Leverage data, technology and foresight

- Convene innovation labs, DMOs and international experts representing different international organisations annually for horizon scanning analysis, AI-driven demand forecasting and scenario exercises that feed directly into G20 policy updates.
- Use available international statistics and the UN Tourism Data Dashboard³ online - to stress test foresight scenarios against actual recovery trends and refine volatility forecasts.
- Consider encouraging Members to identify and share resilience-relevant data sets (telematics, mobility, environmental and health regulatory metrics) through a unified G20 module in the UN Tourism Data Dashboard for granular, near real-time monitoring of destination vulnerability and recovery.
- Coordinate technical and capacity-building support for the implementation of the SF-MST, endorsed by the UN Statistical Commission in March 2024, so that all G20 members can measure the economic, social and environmental impacts of tourism.
- Provide targeted training, resources and peer exchange programmes for national statistical offices and tourism ministries on the implementation of the SF-MST

³ <https://www.untourism.int/tourism-data/un-tourism-tourism-dashboard>

indicators, integrate them into scenario planning and the G20 Resilience Monitoring Portal.

- Develop common application programming interfaces (APIs) and metadata standards endorsed through the G20 and supported by technical working groups - to connect data streams on booking, mobility, environmental and health and tourism operations. This will ensure seamless, machine-readable data exchange for automated analysis and informed policy decisions.

8. Strengthen public-private collaboration

- Facilitate collaboration among government, industry associations and consumer groups to embed resilience and inclusivity across the tourism sector.
- Promote mutual recognition of labels for sustainability, safety and inclusion schemes so that companies can demonstrate compliance across multiple markets.
- Strengthen public-private and international cooperation to manage emerging tourism risks through horizon scanning, forecasting and shared risk assessments, enabling coordinated responses, improved preparedness and faster recovery to promote a resilient, adaptable tourism sector positioned for long-term sustainability.

On Priority 4: Enhanced Resilience for Inclusive, Sustainable Tourism Development, the G20 Ministers of Tourism have agreed in the Mpumalanga Declaration⁴ to the following:

“We recognise that G20 members and invited countries are already engaged in and have undertaken initiatives consistent with the objectives of the Presidency action plan.

We recognise the need for G20 members and invited countries to promote inclusive tourism, recognising that sustainable and resilient development not only directly sustains and creates decent work, businesses and entrepreneurship, but also catalyses broader economic growth and expands opportunities for youth, women, people in vulnerable situations, local communities and Indigenous Peoples, as appropriate, with a practical and evidence-based approach.

We encourage the development of resilience frameworks and the use of sustainability certification and monitoring tools to assess progress at destination level. We support community-based early warning systems and promote nature-based solutions to build long-

⁴ <https://g20.org/track/tourism/>

term resilience. We also encourage members to enhance the capacity of local stakeholders through education and foster inclusive governance mechanisms at appropriate levels ensuring equal participation in resilience planning in alignment with the national context and priorities.

We reaffirm that social inclusion is a cornerstone of sustainable and resilient tourism. In this regard, appropriate indicators should be employed to measure progress in improving quality of life, reducing inequalities, and preserving cultural heritage. We stress the importance of policies that prevent displacement, protect the rights of workers, bridge the digital divide, and promote participation across generations. These objectives can be further advanced through capacity-building, local and community-based circularity, and the strategic reinvestment of tourism revenues into local infrastructure and social services.

We underscore that building resilience is a key condition for ensuring the long-term viability and competitiveness of tourism systems, and the economic and social well-being of local populations and destinations.

We encourage G20 members and invited countries to undertake the following actions on a voluntary basis, in accordance with their policies, regulations and priorities, to enhance resilience for inclusive and sustainable tourism development:

- a) Embed sustainability and resilience as core pillars of tourism policy;
- b) Strengthen crisis preparedness and rapid response;
- c) Foster inclusive tourism that benefits and engages local populations and communities;
- d) Drive economic and product diversification;
- e) Unlock finance and support for tourism start-ups and MSMEs;
- f) Invest in smart, sustainable and resilient systems;
- g) Leverage data, technology and foresight;
- h) Strengthen public-private collaboration; and
- i) Support the development of sustainable tourism in under-developed or lesser-known regions.”

Annex 1: List of case studies (G20 South Africa Presidency Survey 2025)

The following case studies are presented for illustrative purposes only and do not imply endorsement by any part.

Australia

LIVE Framework & TH Dashboard

Tourism Research Australia's Longitudinal Indicators for the Visitor Economy (LIVE) Framework has been operational since Q1 2024. It publishes quarterly metrics, such as visitor spending, length of stay, carbon intensity and digital engagement, via a public dashboard. This dashboard supports data-driven stimulus programmes and MSME decision-making. Alongside LIVE, the industry-led THRIVE 2030 strategy (endorsed by the federal, state and territory governments) promotes resilience by encouraging market diversification into Southeast Asia, India and China, developing the capabilities of tourism MSMEs, certifying key parks as eco-friendly and fostering cross-sector policy innovation. Additional tools, such as Austrade's Sustainable Tourism Toolkit and the Growing Australia's International Visitor Markets guide, further equip businesses to adapt, innovate, and thrive in the face of evolving challenges.

Canada

Indigenous Tourism Fund

Launched in 2023, the Indigenous Tourism Fund (ITF) is a two-year, \$20 million initiative to support inclusive and resilient growth in Indigenous tourism. Recognising Indigenous tourism as a driver of economic opportunity and a pathway to reconciliation, the Fund addresses systemic barriers such as limited access to capital, financial vulnerability and geographic isolation - particularly in rural, remote and northern regions.

The ITF was implemented through two targeted streams. The Micro and Small Business Stream (MSBS), led by the Indigenous Tourism Association of Canada (ITAC), supported 330 Indigenous businesses with grants of \$25,000 each to strengthen their market readiness. Recipients made upgrades such as new guest cabins, kitchenettes and improved marketing strategies. Notably, about half of the MSBS funding went to women-owned businesses. The Signature Indigenous Tourism Experiences Stream (SITES), administered by the National Aboriginal Capital Corporations Association (NACCA), invested \$9.5 million in 11 high-impact tourism experiences expected to attract 187,000 additional visitors and create 200 jobs. Many recipients have successfully leveraged further public and private funding to scale up their initiatives.

Key partners include Innovation, Science and Economic Development Canada (ISED), ITAC, NACCA and regional Aboriginal tourism organisations. Beneficiaries are Indigenous communities working to build economic inclusion, cultural preservation and long-term resilience through tourism.

China

Harbin Ice-Snow World Revitalisation Project

To address the seasonal limitations of winter tourism, the Harbin Municipal Government and the Heilongjiang Provincial Department of Culture and Tourism launched the Harbin Ice-Snow World Revitalisation Project. Traditionally limited to the winter months, the initiative aimed to expand year-round tourism, reduce environmental impact and create a more balanced regional development.

A key innovation was the development of indoor ice attractions to enable four-season operation. During the 2024-2025 season, these facilities attracted 356,000 visitors in just 68 days. Complementary efforts included the promotion of rural crafts, such as ice lantern making, and the integration of agro-tourism to expand income opportunities for local communities.

The project prioritised low-carbon development by incorporating energy-efficient refrigeration and renewable energy sources, achieving a 30% reduction in emissions compared to conventional ice tourism infrastructure. In total, 40% of the ice facilities' energy came from renewable sources, avoiding 15,000 tonnes of CO₂ emissions per year.

Stakeholders included local and national governments, private tourism operators, technology companies and international partners from the Nordic countries. The initiative created more than 5,000 jobs, generated 2.1 billion CNY (approx. 292 million USD) in seasonal revenue and attracted more than 200,000 international tourists following the visa-free policy change. The number of visitors to the Spring Festival in 2025 reached 760,000, a 20% increase on pre-pandemic levels.

Dunhuang Mogao Caves Digital Preservation and Tourism Innovation Project

In 2024, China embarked on a pioneering project to digitally document and preserve the Mogao Caves, which are listed by UNESCO. This initiative integrates 3D scanning, virtual reality experiences, and AI-driven visitor management systems. This initiative protects the fragile murals from environmental damage and foot traffic while creating immersive remote access tours that extend the caves' global reach and relieve on-site pressure. Local artisans and tech start-ups are collaborating to develop digital content and sustainability protocols, generating new revenue streams, safeguarding jobs, and strengthening community ownership of cultural assets.

Egypt

Solar-powered Heritage Sites Initiative

Egypt's Solar-powered Heritage Sites Initiative, led by the Ministry of Tourism and Antiquities, integrates sustainability into the management of cultural tourism by retrofitting heritage sites with solar energy systems. These systems provide lighting, water and facilities operations, with a focus on remote areas where infrastructure is limited and energy demand is high.

The initiative addresses three key challenges: reducing dependence on conventional energy sources, mitigating environmental impacts and improving the economic viability of heritage sites. Initial costs were addressed through grants, green finance and public-private partnerships. Conservation specialists ensured that energy upgrades were compatible with the preservation of historic structures.

Stakeholders include the Ministry of Environment, the Egyptian Tourism Authority, local businesses, tour operators, international organisations such as UN Tourism and community stakeholders. Tourism SMEs and local entrepreneurs contribute to infrastructure and service delivery, while local communities participate in conservation activities and benefit from increased tourism revenues.

Outcomes include reduced carbon emissions, improved waste management and growth in environmentally friendly and community-based tourism. Employment opportunities have increased, particularly for women and youth. The initiative supports Egypt's national sustainability and climate change goals, while enhancing the attractiveness of its heritage tourism offering through environmentally responsible practices.

European Union

Crisis Management and Governance in Tourism

The European Union's Crisis Management and Governance in Tourism initiative aims to strengthen the resilience of the tourism sector to crises such as COVID-19, the war in Ukraine and climate change. Led by Deloitte and the European Innovation Council and SMEs Executive Agency (EISMEA), the project focuses on developing robust governance structures and crisis management strategies across EU member states.

Key challenges addressed include fragmented crisis response mechanisms, lack of coordinated governance and insufficient preparedness for multifaceted crises affecting tourism. To address these issues, the initiative engaged 55 beneficiaries from 21 countries, representing at least 50 destinations - including national tourism authorities, destination management organisations, regional and local tourism authorities - and 5 cross-border professional associations. These entities received tailor-made advisory support to strengthen their crisis management capacities.

Project outcomes include the development of best practices, policy recommendations and online learning modules, all of which are accessible to a wider audience beyond the direct beneficiaries. These resources aim to promote a more consistent and effective approach to crisis management within the European tourism sector.

Key lessons highlight the critical role of improved governance structures and cross-border cooperation in effectively managing and mitigating the impact of crises on tourism.

France

Better data for better water management

In response to increasing environmental pressures, France has launched a national initiative to improve the management of water resources in the tourism sector. Led by the Tourism Directorate of the French Ministry of the Economy, the initiative was based on the 2024 study, which provided a detailed analysis of water consumption across tourism sub-sectors.

The study identified accommodation services as responsible for 59% of water withdrawal, with the restaurant sector coming in second due to the high number of establishments. Other high-consumption activities included artificial snow production and golf, both of which are notable for their intensive water use. This analysis is intended to inform the development of 'water saving plans' in 2025, with the aim of reducing sectoral water withdrawals by 10%, in line with France's wider 'Plan Eau' objectives.

In parallel, Atout France launched a call for expressions of interest to support pilot projects demonstrating good practice in water management in different destinations. Key stakeholders included tourism businesses, industry associations and public authorities.

Early impacts of the initiative include the creation of a unified framework for water saving efforts across tourism sub-sectors and increased collaboration between stakeholders. Implementation results are expected to be measurable in the coming years as pilot projects are implemented and plans are implemented.

Diversifying France's Tourism Offer

As part of its national tourism strategy, France is working to diversify its tourism offer and enhance the attractiveness of all its regions by structuring and supporting the development of specific tourism sectors.

1) A dedicated roadmap on wine tourism has been launched to professionalise the sector and strengthen its international visibility; 2) A parliamentary mission will assess the agritourism sector, with the objective of supporting rural development and economic diversification for farmers; 3) A roadmap on “tourism of know-how” (or industrial tourism) has also been initiated to promote visits to industrial and artisanal sites across the country; 4) Lastly, a roadmap on sports tourism, builds on the legacy of the Paris 2024 Olympic and Paralympic Games and anticipates the 2030 Winter Games in the French Alps, positioning France as a leading destination for sports-related travel.

These initiatives aim to better balance tourism flows across the territory and promote longer, higher-value stays. They support a more resilient and sustainable tourism model.

Germany

Strengthen crisis preparedness and rapid response

The Crisis Response Center of the Federal Foreign Office in Germany monitors crisis developments abroad in order to initiate consular support measures for German nationals if necessary. As soon as German nationals are affected by a crisis abroad, national crisis response mechanisms are in place. The Crisis Response Center coordinates cooperation with other ministries, international partners and other important institutions in crisis situations. In crisis situations involving a large number of German tourists, this also includes an intensive exchange with the German Travel Association and other representatives of the travel industry, also with a view to a potential application of the EU Directive on package travel (e.g. repatriation of tourists). In addition to dealing with acute crises, the area of crisis prevention is becoming increasingly important. Experts are sent to the missions abroad to carry out crisis preparedness measures and advise our missions abroad and other German institutions. There are also regular exchanges and cooperation with the Travel Association and the travel industry in this context.

Inclusive, Community-Centred Tourism

In order to promote inclusivity within the tourism sector, the German Federal Government funds the nationwide accessibility label 'Travelling for All', which is a certification and information system for barrier-free tourism services. Developed in close cooperation with disability associations and tourism stakeholders, the label uses clear quality criteria to assess everything from websites to physical infrastructure and provides verified usability details at reisen-fuer-alle.de. In addition, Germany supports the MoFeT (Move for Female Transformation) project, which offers coaching to women and men to improve career progression for women in the tourism industry and demonstrate the advantages of gender-balanced teams. By combining transparent accessibility information with targeted

professional development, these initiatives strengthen social cohesion and resilience within Germany's tourism workforce.

Federal Competence Center for Tourism

The German Federal Government has set up a Competence Centre for Tourism to strengthen the competitiveness of industry multipliers and SMEs. Sustainability is a part of it. The Centre disseminates knowledge on modern approaches, climate-friendly technologies and business models that increase the future resilience of the industry.

Indonesia

Initiative on Indonesia Quality Tourism Fund (IQTF)

IQTF is an endowment fund program that aims to support tourism activities that have the potential to attract tourists, increase tourist visits, and boost economic growth in tourist destinations. The IQTF program is also expected to increase the duration of stay of foreign tourists in Indonesia and thereby, have a positive impact on the economic cycle of the domestic community. Several measures will be taken to ensure sustainability, including waste management efforts in tourist areas as well as policies to reduce carbon emissions.

Ireland

Regenerative Tourism and Place Making Scheme

The Regenerative Tourism and Place Making Scheme, led by Fáilte Ireland, is part of the EU's Just Transition strategy to diversify and strengthen the economy of the Midlands region of Ireland. With a total investment of €68 million, the scheme focuses on sustainable tourism development as a catalyst for regional resilience, job creation and environmental regeneration.

Key components include the development and enhancement of sustainable visitor experiences, low carbon accommodation and the re-use of heritage buildings in town centres. The initiative also promotes alternative tourism experiences in rural areas, allowing visitors to reconnect with nature. A digital transformation programme is available for tourism businesses, including accommodation, visitor experiences, restaurants and destination marketing organisations.

A key feature is peatland regeneration, which supports the creation of walking networks while contributing to biodiversity and emissions reduction targets. Projects are selected for

their alignment with Ireland's transition to a low-carbon economy and their ability to sustain local livelihoods and infrastructure.

Key stakeholders include the Department of Enterprise, Tourism & Employment, East Midlands Regional Assembly, local authorities, Bord na Móna, communities and tourism SMEs. The programme promotes inclusive visitor experiences while preserving local culture and enhancing the region's unique identity.

Destination and Experience Development Plans (DEDPs)

Fáilte Ireland's Destination Experience Development Plans (DEDPs) establish regionally tailored roadmaps for sustainable destination and experience development. Each plan brings together local authorities, communities, industry partners, and cultural custodians to map assets, conduct market and resource analyses, and set out phased actions, from product diversification (e.g. heritage trails and eco-adventures) to capacity building (e.g. training and infrastructure upgrades). By aligning with national sustainability targets and ensuring multi-stakeholder ownership, DEDPs promote resilience and inclusive growth across Ireland's tourism regions.

Japan

Promotion of Tourism Town Development

To attract visitors to regional areas and boost tourism spending, the Japan Tourism Agency is promoting initiatives such as "Tourism-Based Community Development Utilising Historical Resources" and the "Project to Promote Regionally Integrated Gastronomy Tourism". Both programmes aim to revitalise local economies by leveraging distinctive cultural, historical, and culinary assets, as well as fostering sustainable regional development.

The Agency supports the formation of collaborative networks involving local governments, destination management organisations, private companies, and other stakeholders. It also conducts regional analyses to identify strengths and challenges, and pilots trial tours to develop new tourism services and products. Key lessons learned include designing projects to be self-sustaining once initial support has ended and making use of local resources to create authentic visitor experiences.

Kingdom of Saudi Arabia

The Red Sea Project

The Red Sea Project is a flagship sustainable tourism initiative, launched in 2017 as part of Saudi Arabia's Vision 2030 for economic diversification. Located along the Red Sea coast, the project aims to create a world-class luxury destination while promoting environmental conservation and inclusive economic development. Led by Red Sea Global, a company owned by the Public Investment Fund, the initiative aims to achieve a 30% net increase in biodiversity by 2040 and long-term climate resilience.

Development has been guided by a comprehensive master plan that limits construction to 22 of 90 islands to protect fragile ecosystems. All infrastructure is powered by renewable energy, with significant contributions from ACWA Power and other partners. Streamlined regulations, a special economic zone and strong environmental oversight support private investment and sustainability standards.

Local communities, particularly in Tabuk Province, are involved through employment programmes and vocational training, including the Red Sea National Academy, which has trained 2,000 young people. More than \$20 billion in contracts have been awarded and 16,000 local workers are employed. By 2025, 19 luxury hotels will be operational. Visitor numbers are expected to reach up to 1 million per year by 2030, with both domestic and international tourism contributing to economic and employment growth.

Netherlands

Climate Risk Assessment Tool Project

The Climate Risk Assessment Tool Project is a joint initiative of the Travel Foundation, the Centre of Expertise for Leisure, Tourism and Hospitality and participating destinations worldwide. It responds to the growing climate risks faced by tourism systems, including loss of asset value and vulnerability to shifts in travel flows caused by climate change and related policies.

The project addresses the current gap in strategic climate risk planning at the destination level, where short-term and incremental measures often dominate and are limited to environmental areas. This limits long-term resilience and undermines destinations' ability to compete with international tourism players that are able to flexibly redirect travel flows.

The initiative has a two-part structure: the first component is an online tool that allows destinations to assess and categorise their climate risk typology. The second is a serious game designed to build the capacity of destination managers and tourism stakeholders to explore risk scenarios and strategic responses.

Key stakeholders include destination management organisations and national tourism organisations (DMOs and NTOs), as well as tourism businesses and communities that will

benefit from better informed planning and resilience strategies. The project aims to promote more sustainable and inclusive tourism by improving awareness and decision-making on climate risks.

Republic of Korea

Tourism Dure Project

To promote inclusive and community-based tourism, the Ministry of Culture, Sports and Tourism (MCST), in collaboration with the Korea Tourism Organization (KTO), launched Tourism Dure Project. This initiative is grounded in the concept of Dure communities — cooperative groups of local residents working together to revitalize regional tourism by developing tourism resources rooted in local culture.

The Project focuses on developing tourism business models that leverage local cultural resources, while strengthening community capacity through structured training programs and on-site workshops. In addition, it supports the growth of resident-led businesses through assistance in business planning, pilot project implementation, and business monitoring and evaluation.

The Project addresses key challenges faced by local communities, notably insufficient economic benefits for local residents, and overreliance on external budgetary support. By empowering local communities to leverage their distinctive tourism assets and integrate them with accommodation services, tourism experiences and related offerings, this initiative builds a sustainable and self-sustaining model for community-driven tourism development.

As of July 2025, a total of 998 resident-led tourism businesses have been established across 147 regions nationwide, having generated approximately USD 37.2 million in revenue and created 2,480 jobs as of the end of 2024.

Russian Federation

Volgorechye National Ecological Trail

The Volgorechye National Ecological Trail is a long-distance tourism route along the Volga River, stretching over 4,000 kilometres through 15 regions of the Russian Federation. Launching in 2024 with its first section in the Nizhny Novgorod region, the initiative aims to diversify tourism products by connecting small towns and rural areas through a unified ecological and cultural experience.

The project addresses the need for sustainable tourism development in remote areas, revitalising local economies and improving tourism infrastructure. By combining heritage conservation with nature-based recreation, the trail offers new opportunities for regional tourism beyond traditional urban or seasonal destinations. More than 180 routes have been

digitised, providing visitors with detailed information on route length, surface, points of interest and facilities.

The trail features environmentally friendly infrastructure, including signage, benches and information displays. Key stakeholders include Sberbank (as lead partner), regional governments, local businesses, research institutes and the Russian Federation Geographical Society. The initiative enables SMEs to participate in route construction and tourism services, supports job creation and encourages environmentally responsible travel. Local communities benefit from improved amenities and increased tourist flows, while authorities use the initiative to attract visitors and investment to their regions.

Singapore

Supporting the Development of the GSTC MICE and Attraction Criteria

Singapore is actively supporting the Global Sustainable Tourism Council (GSTC) in creating dedicated sustainability criteria for the MICE (meetings, incentives, conferences and exhibitions) sector and visitor attractions. By contributing technical expertise and piloting these criteria locally, Singapore aims to ensure that events and attractions meet rigorous environmental, social, and governance standards, thereby helping to raise the global bar for sustainable tourism offerings.

South Africa

South Africa's Green Tourism Incentive Programme (GTIP)

Launched in 2022 by the Department of Tourism and administered by the Industrial Development Corporation, the GTIP provides small-to-medium-sized enterprises (SMEs) in the tourism sector with grants covering 50–90% of the costs of resource-efficiency audits and retrofits (up to ZAR 1 million). Participating businesses have achieved average reductions of 82% in energy use and 42% in water use, thereby cutting operating expenses and reducing their exposure to utility price volatility. By specifically targeting 48% black-owned enterprises and 66% women-owned enterprises, the programme combines environmental resilience with social inclusion, while sustaining over 3,000 permanent jobs and 850 temporary jobs through a robust public–private delivery model.

By lowering resource costs and strengthening operational efficiency, GTIP enhances the ability of tourism MSMEs to withstand climate-related disruptions, regulatory changes, and market fluctuations. This resilience-focused approach creates financial buffers and adaptive capability, enabling small operators to respond swiftly to shocks such as droughts, energy shortages and water restrictions.

Spain

Tourism Experiences Programme

As part of Spain's wider strategy to modernise and diversify its tourism model, the Spanish Tourism Experiences Programme was launched by the Secretariat of State for Tourism as part of the Plan for the Modernisation and Competitiveness of the Tourism Industry, supported by EU Next Generation funding. With a budget of €100 million (until 2023), the programme supports collaborative networks that develop innovative, sustainable and place-based tourism experiences across the country.

The initiative targets destinations in inland and less travelled regions, aiming to reduce pressure on traditional hotspots while addressing demographic and economic imbalances. It promotes cross-sectoral integration, linking tourism with local production, environmental management and digital innovation. The programme is structured around three strands: **Innova**, which strengthens stakeholder networks and promotes digital transformation; **Integra**, which embeds local production contexts and circular economy principles in experience design; and **Comunica**, which strengthens communication and resilience as key components of Spain's international tourism promotion.

Beneficiaries include tourism product associations, federations, local action groups, business associations and civic organisations. Public-private coordination, multi-level governance and cross-sector cooperation are at the heart of the programme's approach, reinforcing tourism's role in territorial cohesion and wider economic transformation.

United Arab Emirates (UAE)

Sustain Sharjah

Sustain Sharjah is an AI-powered digital platform launched by the Sharjah Commerce and Tourism Development Authority (SCTDA) to support the tourism sector's transition to sustainability. Developed in partnership with Ubuntu, the platform addresses key challenges such as limited awareness of sustainable practices, lack of accessible environmental data and low private sector capacity to implement change.

The platform provides practical tools such as a carbon footprint calculator, a database of environmental solutions and options for offsetting emissions. Through the Start Your Sustainability Journey programme, SCTDA incentivises measurable sustainability actions, provides implementation resources and recognises participating companies.

The initiative involves a wide network of stakeholders including ARADA/MANBAT, Sharjah Environment and Protected Areas Authority, Shurooq, local hotels, the American University of Sharjah and international offsetting organisations. Beneficiaries include tourism SMEs, hotel operators, environmental agencies, students and local communities.

Environmental outcomes include an annual reduction of 1,800 tonnes of CO₂ through food waste diversion, responsible water use practices, and improved waste management in line with circular economy principles. Social and economic benefits include community engagement through education, preservation of Sharjah's cultural heritage, improved resource efficiency, and support for the creation of green jobs in the emirate's tourism sector.

Annex 2: List of abbreviations

AI: Artificial Intelligence

DEDPS: Destination and Experience Development Plans

DMO(s): Destination Management Organisation(s)

EISMEA: European Innovation Council and SMEs Executive Agency

EU: European Union

ICT: Information and Communication Technologies

MICE: Meetings, Incentives, Conferences and Exhibitions

MSME(s): Micro-, Small and Medium-sized Enterprises

NTO(s): National Tourism Organisation(s)

SDG(s): Sustainable Development Goal(s)

UN: United Nations

UNGA: United Nations General Assembly

UN Tourism: World Tourism Organization

Endnotes

¹ Canada, for example, noted the need to optimise socio-economic impacts "especially for the most vulnerable groups". Italy also highlighted support for SMEs and underserved areas, including access to finance, training and digital tools for rural and community-based tourism. Ensuring that tourism is accessible to all was also highlighted: France promotes a more inclusive tourism model through initiatives like Tourism Careers Week to boost recruitment and training for seasonal workers, social tourism schemes benefiting over 260,000 economically vulnerable individuals in 2023, and the Accessible Tourism label with Paris 2024-driven infrastructure upgrades.

¹ Ireland explicitly uses a community-centred model (the "VICE" model - Visitors, Industry, Community, Environment) to ensure that tourism enriches local communities and the environment as well as the visitor experience.

¹ Both the United States and the EU have emphasised extending tourism flows to smaller towns, rural areas and indigenous or remote communities, to create jobs and diversify incomes in these areas. Australia also has a target for regional Australia to capture 44% of total visitor expenditure by 2030 to help drive regional growth.

¹ For example, Germany noted that in 2024, 83% of its overnight stays was be driven by domestic travel, providing a stable base if international travel is affected. Saudi Arabia and others are actively promoting domestic travel as part of a broader strategy to build a robust domestic tourism economy and enhance resilience to global fluctuations.

¹ France proposed common recognition of accessibility labels and certifications to incentivise inclusive practices globally, and Australia has released the WELCOME framework, a guide to provide tourism businesses with practical tips to become more accessible. The EU's Pact for Skills - and in particular the large-scale partnership for skills tourism - aimsto upskill the tourism workforce in all countries - ensuring that even micro-enterprises and marginalised workers can adapt to the demands of digitalisation and sustainability. Australia has released a National Sustainability Framework for the Visitor Economy which sets out a common understanding and vision for sustainable tourism in Australia.

¹ Saudi Arabia, for example, sees tourism as a new economic pillar and has a revised strategy to double tourism's contribution to GDP within two years, targeting over 30 priority source markets so that it is not 'overly dependent on any one region'. By expanding into a variety of markets (short, medium and long haul) and developing diverse destinations for leisure, religious, business, etc., Saudi Arabia aims to diversify its economy including through tourism growth and ensure that the tourism sector itself has a diversified demand base. Conversely, Germany illustrates how a diversified tourism economy builds resilience: no single foreign market dominates (seven different source countries account for 50% of inbound visits), and domestic travel accounts for the majority of overnight stays. This diversification insulates German tourism from a downturn in any one market and from international shocks, while at the same time embedding tourism firmly in the local economy.

¹ Similarly, Canada has an International Convention Attraction Fund to attract business events that complement leisure tourism and stabilise demand throughout the year. Members such as France and Spain mentioned the development of tourism around local industries and heritage (e.g. France's 'savoir-faire' tourism showcasing local crafts) to integrate tourism into the wider regional economy. The Netherlands explicitly links tourism to regional development planning - translating national tourism policy into provincial strategies (e.g. 'Perspective 2030' plans for regions such as Drenthe or Zeeland) so that tourism growth is consistent with other economic development goals. One such initiative is France's plan to launch a communication campaign in the wake of the Paris 2024 Olympic and Paralympic Games, accompanied by a sports tourism roadmap to sustain this momentum.

¹ As Canada does through its Indigenous Tourism Fund.

¹ Italy's tourism plan encourages visits to lesser-known destinations in order to reduce overcrowding in hotspots and "boost the local economy" in inland areas. France has launched campaigns and funding specifically to promote tourism in rural and mountain areas (e.g. the €331 million 'Avenir Montagnes' programme) and other regions with low population density. The EU also supports alternative destinations through initiatives such as the European Capital and Green Pioneer of Smart Tourism and the European Heritage Label, which aim to "promote lesser-known destinations and year-round tourism". Egypt reported promoting tourism beyond the classic Red Sea resorts by developing ecotourism, cultural routes and adventure tourism in different governorates. The UAE created local initiatives such as 'UAE

Staycations' to encourage Emiratis and Gulf residents to explore different emirates, from heritage sites in Sharjah to adventure tourism in the mountains of Ras Al Khaimah.

¹ Saudi Arabia's approach of focusing on more than 30 source countries was noted above. China recently extended visa-free entry to 47 countries, rapidly increasing arrivals and diversifying its inbound tourism base. The European Travel Commission, in partnership with the EU, is marketing Europe in third country markets to increase demand beyond traditional source countries. Ireland mentioned tailoring campaigns to a "wider range of international markets" rather than relying on a few. On the other hand, the Netherlands is optimising its market mix by de-emphasising certain low-value or distant markets and focusing on "value-added travellers" in closer markets - a unique approach to market diversification with a view to sustainability (fewer long-haul flights, higher spending per visitor).

¹ The Russian Federation, for example, is expanding cultural, educational, gastronomic and even industrial tourism offerings, in addition to traditional leisure tourism, in order to "attract a wide range of tourists and reduce seasonal fluctuations in demand". Japan promotes workations (a lifestyle to work in a different location than one's usual workplace or home while enjoying leisure time and sightseeing) to encourage repeated, longer stays in regional areas. Japan also promotes "universal tourism" for senior travellers, tapping into an older demographic by ensuring that attractions are senior-friendly. Spain launched the Tourism Experiences programme, which brings together stakeholders to create new thematic experiences that highlight each region's unique cultural and natural heritage. These experiences range from culinary routes to astrotourism and are explicitly designed to be sustainable, authentic and based on local strengths. France invested in 'slow tourism' projects (73 projects funded to date), which offer leisurely, low-impact travel experiences in rural areas. Ireland has similarly diversified into food tourism, festivals and outdoor adventure to reduce reliance on traditional sightseeing tourism, as well as developing greenways for cycle tourism.

¹ Canada explicitly aims to attract more visitors in the shoulder and winter seasons to better align the visitor economy with sustainable use of capacity. France's visitor flow management strategy includes national campaigns to promote off-season travel to avoid congestion in peak periods. Egypt has developed seasonal packages to encourage year-round domestic travel and mitigate the sharp summer/winter tourism swings.

¹ For example, the creation of new cultural and natural itineraries simultaneously diversifies the product, appeals to new markets and encourages off-season travel, all while integrating sustainability.

¹ The US and Japan both cited difficulties in connecting smaller destinations and businesses with international tour operators and online distribution channels. To address this, several members are engaged in capacity building: the US is supporting local destination marketing organisations through federal coordination, and Japan is working to improve regional tourism management skills and overseas promotion links as part of its resilience efforts.

¹ The UAE is investing in Nature-based tourism projects such as the Al Marmoom Desert Conservation Reserve and the Hatta Mountain Eco-Resort, ensuring that these new attractions also serve conservation goals. Spain is integrating environmental transition and circular economy goals into all new tourism experiences. For example, tourism products developed under its "Experiences" programme must reduce waste and promote local culture in order to receive approval.

¹ Spain has started to implement climate adaptation programmes for destinations (addressing heat waves, flooding, etc.) and to require tourism businesses, especially transport, to adopt emission reduction measures such as energy efficiency plans and sustainable mobility in cities. France has also identified climate change adaptation and water management as top priorities for sustainable tourism.

¹ Singapore's Tourism Sustainability Programme supports businesses at all stages to adopt greener practices and technologies.

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just writing strategies - they are establishing coordination mechanisms to implement them. Saudi Arabia's National Tourism Strategy 2030 and the Red Sea development projects embed resilience, sustainability and economic diversification across large-scale tourism investments. The United States has established a Tourism Policy Council to coordinate resilience planning across federal agencies and its Travel and Tourism Advisory Board (public-private) makes recommendations on how to make the sector more resilient to shocks. This kind of whole-of-government approach (with industry input) is seen as essential for effective crisis response and long-term planning. Australia's THRIVE 2030 strategy guides visitor-economy resilience through targeted capability-building, market diversification (e.g., Southeast Asia, India, China) and digital transformation support for MSMEs. Germany noted that while tourism policy is largely the responsibility of the federal states, many members have set up special units or task forces to respond to crises: Ireland convened a Tourism Recovery Taskforce after COVID-19 to develop recovery recommendations and Egypt and Singapore formed tourism crisis committees within their emergency management systems. Australia's National Emergency Management Agency (NEMA) integrates tourism into national disaster-recovery funding arrangements, ensuring rapid, coordinated support for operators affected by shocks.

¹ Members shared many actions: China, for example, described its pandemic response with health protocols, contactless services and digital health cards, as well as the establishment of recovery funds for tourism businesses. Japan's contributions (including items from the Sendai Statement) outlined a comprehensive approach: risk assessment for each destination, clear roles for stakeholders, early warning and communication systems for tourists and residents, regular disaster drills and training, resumption of business and securing human resources through strengthening cooperation between the public and private sectors and developing products in line with the future vision of each region. Germany highlighted its "Traveller Crisis Support System" (consular assistance to citizens abroad in times of crisis), while the EU has developed an EU-wide tourism crisis handbook and a preparedness strategy to coordinate member states in future shocks. Several members have set up financial safety nets or insurance schemes for the tourism sector: for example, Canada and Singapore provided targeted financial support packages to tourism businesses to help them weather the pandemic. China proposed the creation of crisis response funds for SMEs at the G20 level. The UAE mentioned the integration of tourism into national emergency frameworks and even the creation of a tourism cybersecurity council, recognising cyber threats as a growing risk. Saudi Arabia also introduced a digital health passport coordinated through the Sehaty and Tawakkalna apps to streamline health verification and traveller support during emergencies. Proactive planning for a range of crises - health, natural disasters, security, cyber - is now a key component of tourism resilience strategies. Many respondents also stressed the need to share best practices in crisis management internationally. The US specifically called for G20 members to share lessons on disaster preparedness and recovery marketing (citing the recent impact of wildfires on tourist destinations) to improve collective knowledge.

¹ Egypt is investing in upgrading transport and tourism sites to both increase capacity and maintain quality under stress. Spain and Italy are channelling EU recovery funds into improving local tourism infrastructure (especially in smaller communities and historic towns), including digital infrastructure, to make destinations more resilient and connected. France has earmarked funds to help local authorities manage tourist flows (including digital crowd management tools such as the Affluences app). China is upgrading high-speed rail and transport connectivity to support regional tourism diversification and resilience to localised disruptions. On the innovation front, members are investing in digital solutions - not just for marketing, but for efficiency and adaptability. Canada and the EU both emphasise better data systems: Canada noted that obtaining timely, granular data on tourism is critical to understanding and responding to issues, and suggested it be a key focus for collective action. Similarly, the EU is promoting interoperable data platforms across countries, to support the establishment of a Common European Data Space for Tourism. Many are using AI and smart technologies: the UAE is using AI in tourism services to optimise resource use and provide early warnings and has created digital hubs such as Sharjah's 'Sustainability Platform' to inform tourism planning. Saudi Arabia's flagship projects, NEOM, the Red Sea and Diriyah Gate, embed resilience and sustainability through renewable energy integration, ecosystem restoration and advanced digital infrastructure to support adaptive management.

¹ For example, Spain's Tourism Experiences Network brings together different levels of government with private operators to co-create new products and manage them sustainably. The US Travel and Tourism Advisory Board ensures that the voices of the private sector are included in policy, which has helped to shape strategies for recovery from the crisis. Ireland works closely with communities and local

businesses to achieve its sustainability and development goals (active collaboration is one of its guiding principles).

¹ The EU's Pact for Skills and the US's suggestion of using the G20 as a forum for data sharing and SME support both point to a knowledge partnership as an outcome. Germany explicitly advocated multilateralism and free travel as a principle, suggesting that keeping tourism open and cooperative is itself a resilience strategy. Japan's leadership in hosting the Tourism Resilience Summit in Sendai is an example of international partnership - the resulting Sendai Statement (endorsed by several countries in the Asia-Pacific region) set out a common roadmap for advance preparation to prevent and minimize crisis impacts, while strengthening the capacity to absorb shocks and recover through adaptation and transformation.

ⁱ Canada, for example, noted the need to optimise socio-economic impacts "especially for the most vulnerable groups". Italy also highlighted support for SMEs and underserved areas, including access to finance, training and digital tools for rural and community-based tourism. Ensuring that tourism is accessible to all was also highlighted: France promotes a more inclusive tourism model through initiatives like Tourism Careers Week to boost recruitment and training for seasonal workers, social tourism schemes benefiting over 260,000 economically vulnerable individuals in 2023, and the Accessible Tourism label with Paris 2024-driven infrastructure upgrades.

ⁱⁱ Ireland explicitly uses a community-centred model (the "VICE" model - Visitors, Industry, Community, Environment) to ensure that tourism enriches local communities and the environment as well as the visitor experience.

ⁱⁱⁱ Both the United States and the EU have emphasised extending tourism flows to smaller towns, rural areas and indigenous or remote communities, to create jobs and diversify incomes in these areas. Australia also has a target for regional Australia to capture 44% of total visitor expenditure by 2030 to help drive regional growth.

^{iv} For example, Germany noted that in 2024, 83% of its overnight stays was be driven by domestic travel, providing a stable base if international travel is affected. Saudi Arabia and others are actively promoting domestic travel as part of a broader strategy to build a robust domestic tourism economy and enhance resilience to global fluctuations.

^v France proposed common recognition of accessibility labels and certifications to incentivise inclusive practices globally, and Australia has released the WELCOME framework, a guide to provide tourism businesses with practical tips to become more accessible. The EU's Pact for Skills - and in particular the large-scale partnership for skills tourism - aimsto upskill the tourism workforce in all countries - ensuring that even micro-enterprises and marginalised workers can adapt to the demands of digitalisation and sustainability. Australia has released a National Sustainability Framework for the Visitor Economy which sets out a common understanding and vision for sustainable tourism in Australia.

^{vi} Saudi Arabia, for example, sees tourism as a new economic pillar and has a revised strategy to double tourism's contribution to GDP within two years, targeting over 30 priority source markets so that it is not 'overly dependent on any one region'. By expanding into a variety of markets (short, medium and long haul) and developing diverse destinations for leisure, religious, business, etc., Saudi Arabia aims to diversify its economy including through tourism growth and ensure that the tourism sector itself has a diversified demand base. Conversely, Germany illustrates how a diversified tourism economy builds resilience: no single foreign market dominates (seven different source countries account for 50% of inbound visits), and domestic travel accounts for the majority of overnight stays. This diversification insulates German tourism from a downturn in any one market and from international shocks, while at the same time embedding tourism firmly in the local economy.

^{vii} Similarly, Canada has an International Convention Attraction Fund to attract business events that complement leisure tourism and stabilise demand throughout the year. Members such as France and Spain mentioned the development of tourism around local industries and heritage (e.g. France's 'savoir-faire' tourism showcasing local crafts) to integrate tourism into the wider regional economy. The Netherlands explicitly links tourism to regional development planning - translating national tourism policy into provincial strategies (e.g. 'Perspective 2030' plans for regions such as Drenthe or Zeeland) so that tourism growth is consistent with other economic development goals. One such initiative is France's plan to launch a communication campaign in the wake of the Paris 2024 Olympic and Paralympic Games, accompanied by a sports tourism roadmap to sustain this momentum.

^{viii} As Canada does through its Indigenous Tourism Fund.

^{ix} Italy's tourism plan encourages visits to lesser-known destinations in order to reduce overcrowding in hotspots and "boost the local economy" in inland areas. France has launched campaigns and funding specifically to promote tourism in rural and mountain areas (e.g. the €331 million 'Avenir Montagnes' programme) and other regions with low population density. The EU also supports alternative destinations through initiatives such as the European Capital and Green Pioneer of Smart Tourism and the European Heritage Label, which aim to "promote lesser-known destinations and year-round tourism". Egypt reported promoting tourism beyond the classic Red Sea resorts by developing ecotourism, cultural routes and adventure tourism in different governorates. The UAE created local initiatives such as 'UAE

Staycations' to encourage Emiratis and Gulf residents to explore different emirates, from heritage sites in Sharjah to adventure tourism in the mountains of Ras Al Khaimah.

^x Saudi Arabia's approach of focusing on more than 30 source countries was noted above. China recently extended visa-free entry to 47 countries, rapidly increasing arrivals and diversifying its inbound tourism base. The European Travel Commission, in partnership with the EU, is marketing Europe in third country markets to increase demand beyond traditional source countries. Ireland mentioned tailoring campaigns to a "wider range of international markets" rather than relying on a few. On the other hand, the Netherlands is optimising its market mix by de-emphasising certain low-value or distant markets and focusing on "value-added travellers" in closer markets - a unique approach to market diversification with a view to sustainability (fewer long-haul flights, higher spending per visitor).

^{xi} The Russian Federation, for example, is expanding cultural, educational, gastronomic and even industrial tourism offerings, in addition to traditional leisure tourism, in order to "attract a wide range of tourists and reduce seasonal fluctuations in demand". Japan promotes workations (a lifestyle to work in a different location than one's usual workplace or home while enjoying leisure time and sightseeing) to encourage repeated, longer stays in regional areas. Japan also promotes "universal tourism" for senior travellers, tapping into an older demographic by ensuring that attractions are senior-friendly. Spain launched the Tourism Experiences programme, which brings together stakeholders to create new thematic experiences that highlight each region's unique cultural and natural heritage. These experiences range from culinary routes to astrotourism and are explicitly designed to be sustainable, authentic and based on local strengths. France invested in 'slow tourism' projects (73 projects funded to date), which offer leisurely, low-impact travel experiences in rural areas. Ireland has similarly diversified into food tourism, festivals and outdoor adventure to reduce reliance on traditional sightseeing tourism, as well as developing greenways for cycle tourism.

^{xii} Canada explicitly aims to attract more visitors in the shoulder and winter seasons to better align the visitor economy with sustainable use of capacity. France's visitor flow management strategy includes national campaigns to promote off-season travel to avoid congestion in peak periods. Egypt has developed seasonal packages to encourage year-round domestic travel and mitigate the sharp summer/winter tourism swings.

^{xiii} For example, the creation of new cultural and natural itineraries simultaneously diversifies the product, appeals to new markets and encourages off-season travel, all while integrating sustainability.

^{xiv} The US and Japan both cited difficulties in connecting smaller destinations and businesses with international tour operators and online distribution channels. To address this, several members are engaged in capacity building: the US is supporting local destination marketing organisations through federal coordination, and Japan is working to improve regional tourism management skills and overseas promotion links as part of its resilience efforts.

^{xv} The UAE is investing in Nature-based tourism projects such as the Al Marmoom Desert Conservation Reserve and the Hatta Mountain Eco-Resort, ensuring that these new attractions also serve conservation goals. Spain is integrating environmental transition and circular economy goals into all new tourism experiences. For example, tourism products developed under its "Experiences" programme must reduce waste and promote local culture in order to receive approval.

^{xvi} Spain has started to implement climate adaptation programmes for destinations (addressing heat waves, flooding, etc.) and to require tourism businesses, especially transport, to adopt emission reduction measures such as energy efficiency plans and sustainable mobility in cities. France has also identified climate change adaptation and water management as top priorities for sustainable tourism.

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