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Global Report on Inclusive Tourism Destinations Model and success stories

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Forewords

Zurab Pololikashvili, Secretary-General, World Tourism Organization (UNWTO)

Tourism is by its very nature an activity that promotes inclusion. More than 1.3 international arrivals were registered in 2017, meeting other people from other cultures and leaving almost nowhere in the world untouched by the sector. Tourism helps to provide 1 in 10 people in the world with direct or indirect work, and as it grows each year is a living record of the positive, unifying power of our ever more connected, informed and outward-looking world.

If well planned and managed, inclusive tourism has the capacity to help to bridge the gaps that exist in our global, connected society and ultimately contribute to minimizing social divides worldwide. As this report finds, tourism is a significant employer in developing communities and in many fast-growing economies. And in many regions, youth and female labour participation in the tourism sector is above parity when compared with other economic sectors.

Tourism and associated sectors, with their entry-level job opportunities in a wide range of economic areas, can be crucial for these and other disadvantaged groups of society to enter the labour market and become empowered and more self-sufficient. This means tourism contributes to several of the Sustainable Development Goals of the United Nations, on gender equality, reduced inequalities, inclusive and sustainable economic growth, and decent work for all.

Not only do travellers themselves come from a wider spectrum of socioeconomic backgrounds than ever before, but the tourism sector has expanded to reach into many communities in fast-growing and established economies alike. So by creating inclusive tourism destinations, projects and activities in line with responsible tourism principles, we can enable all people to feel included in society and we can bring the widest possible range

of socioeconomic benefits to tourists and locals. By extension, more inclusive tourism will better unlock tourism's power to unite people across diverse cultures in a spirit of tolerance, respect and discovery.

To this end I would like to express my gratitude to global*dit*, our valued Affiliate Member and collaborator on this report, which highlights the need to foster discussion on and examine new approaches to inclusive tourism in order to drive long-term sustainability in the sector. This must be the primary aim as we work to carry out the Sustainable Development Agenda 2030, which has at its heart the United Nations' core values of equality, human rights and human dignity.

For this we need holistic and coordinated action by international bodies, individuals, companies and institutions working in tourism. I commend other Affiliate Members who have contributed to this report: the Gauteng Tourism Authority, CENFOTUR, Korea Tourism Organization, VisitScotland, Chemonics and Airbnb, as well as the other contributors: the State of Michoacán, the Ashoka Foundation, the Global Sustainable Tourism Council, the Mekong Tourism Coordinating Office, Google, IE University, PREDIF, Vincés, Walhalla DCS, SDG Fund and Ekin Consulting.

Building on this initiative, I call for further and deeper collaboration and development of partnerships focused on inclusive tourism that benefits entire communities as well as travellers and tourism stakeholders. As globalization, interconnectivity and a growing consumer class lead to ever more people travelling, the world will continue seeming to get smaller and inclusion will become even more of a priority. I trust that this publication will serve as an important tool for the tourism community to create and promote inclusion in destinations, and a valuable reference for all tourism stakeholders in developing best practices for a more inclusive sector.



**Tono Franco, General Director, globaldit and
John Mora Williams, Partner, globaldit**

The United Nations 2030 Agenda is the current strategic framework for sustainable development. For the first time, all countries, regardless of their level of development, agreed on a collection of Sustainable Development Goals (SDGs) to make this world a better place.

This Global Report, prepared by the UNWTO in collaboration with the firm globaldit, is inspired by the SDGs and presents a roadmap for tourism destinations to tackle their evolution towards socially inclusive growth models. Our intention is to present a practical toolkit to be completed, re-oriented and enriched by destinations to better serve their needs and characteristics.

Any destination can be inclusive. Inclusion happens when the dynamics of growth offer opportunities across the social board, especially to underprivileged groups, to participate in and benefit from the tourism activity. This requires all stakeholders involved in the tourism ecosystem to shift their mindsets. The public administration must lead the process and incorporate new management models based on efficiency and shared governance. Companies, main creators of wealth and employment, must incorporate social goals to their business objectives and go beyond the “compensatory” approach to Corporate Social Responsibility (CSR) programmes. Citizens must embrace inclusiveness as a social value. And, evidently, underprivileged groups must gain new knowledge of the tourism activity as a source of opportunities both for their integration in the productive model and for enjoyment of leisure time.

Real change happens when there is a measurable impact over a critical mass of people, companies, destinations and countries. Inclusive tourism cannot be an isolated stance,

but a collective commitment to be gradually incorporated into a global strategy encompassing mature and emerging destinations. More public policies are needed to structure the confluence at the social level of the collection of interests, goals, programs and resources found at all levels of government, and to build consensus among political, economic and social stakeholders.

Finally, I'd like to highlight our wholehearted conviction that tourism can be, and should be, a key policy instrument for sustainable development and the fight against poverty and inequality, in line with the SDGs. It is thus imperative that the tourism activity finds a more competitive, innovative, sustainable and socially responsible development paradigm.

In this sense, the model proposed in this Global Report contributes directly to SDG 8 – Decent work and economic growth and SDG 10 – Reduction of inequalities; but also SDG 5 – Gender equality and SDG 17 – Global partnership for sustainable development. We developed this practical approach from the corporate goal of contributing our share to making this world a better place for all.



Preface

This Global Report: Inclusive Tourism Destinations has been drawn up by the team of the globaldit firm in collaboration with the World Tourism Organization. It sets out a *Model for inclusive tourism destinations* from a supply point of view, in which inclusion refers to the capacity of the tourism system to integrate disadvantaged groups so that they can participate in, and benefit from, tourism activity. The model is made up of a set of principles, definitions and public policy tools that have proved to be appropriate in various places and contexts for improving access to tourism activities for the most disadvantaged groups in society, converting them into suppliers of tourism services or suppliers to the sector.

The Model comprises an open, coordinated set of good public policy practices but does not aim to be a thorough, closed model to promote inclusion. It is an initial working approach to which other plans of action can, and should, be added, taking into account the characteristics of each destination and the goals considered.

These measures have proved to be effective for meeting the main challenges faced by destinations in today's competitive context, and for doing so in a socially sustainable, inclusive way.

The *Model for inclusive tourism destinations* is based on:

- An analysis of the current situation of the global tourism market and of trends that will determine how it evolves over the next few years;

- Standard methodologies that are widely accepted in the areas in which they are applied;
- Definitions and theoretical constructions that are widely accepted for addressing aspects of inclusion or action on the tourism value chain;
- The experience acquired by globaldit and the World Tourism Organization in the design and development of sectoral programmes;
- The knowledge of 10 experts who have greatly enhanced this Global Report, by contributing perspectives from many different disciplines and specialist areas, such as technology, gender equality, inclusion and public administration, among others;
- The lessons learnt from 12 projects in five continents. Each of them has helped us to understand the problems faced in destinations every day and the creative ways in which they are being resolved;

It is clear that the model is perfectly consistent with the United Nations Sustainable Development Goals (SDGs) 2030 and with the objectives of the International Year of Sustainable Development for Tourism promoted by UNWTO.



Executive Summary

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The fight against poverty and inequality is a global priority. Over the last 30 years, the number of people living in extreme poverty has decreased by 50% and, today, the number is less than 800 million. However, inequality continues to increase throughout the world.

The economies of developing countries, where 83% of the world's population lives, are growing fast. However, this growth comes with increasing inequality which undermines prospects for progress for millions of people. Thus, economic growth in itself is insufficient for fighting poverty and inequality unless it is both sustainable and inclusive.

None of this can be analysed without also considering the technological revolution that is taking place - the greatest paradigm shift seen by mankind in such a short amount of time. Technology is bringing about profound changes in economic, social and political structures. Information and communication technology (ICT) is expanding our capacity for planning far-reaching actions, operating in complex environments, improving the efficiency of businesses and public organizations and generating competitive capacity. Nonetheless ICT only benefits those who have access to technology and are prepared to take on new opportunities. Technology is, therefore, a factor for both development and exclusion.

The increase of inequality and today's technological revolution therefore depict a medium-term scenario

marked by an urgent need to act in order to eradicate the most extreme forms of poverty and the availability of tools allowing us to step up production capacity and management efficiency.

Tourism is a large global industry that accounts for approximately 10% of global gross domestic product (GDP) and total employment. With its excellent prospects for growth in the medium term, tourism is a strategic sector for countries all over the world. This is especially true for developing countries, in which large proportions of the population are emerging from poverty and entering the middle classes, and in which there is an urgent need to offer economic opportunities, especially in the most vulnerable areas.

Tourism is a sound and resilient industry that helps bring stability to countries' balance of payments. It also creates economic opportunities in areas that other industries do not reach, strengthening and diversifying the business fabric.

The tourism sector's capacity to generate economic growth is clear. It is a growing sector in emerging economies and can have a huge impact on local economies as an economic driver and generator of employment. However, the extent of its impact largely depends on the value chain, what it comprises and where it comes from.

Small and Medium-Sized Enterprises (SMEs) are strategic in economic development processes. In developing countries,



SMEs are important economic drivers. One of every four new jobs created in the next few years will be related to tourism.

Tourism is also one of the greatest creators of inclusive employment because it employs many people in skilled and low-skilled jobs. Furthermore, the very nature of tourism makes it a diverse industry - one that can be developed on both a small and a large scale.

However, in order for tourism development to be inclusive, a new approach is needed in operating methods and in the relations between destinations. Continuous inclusion will arise, not out of isolated actions, but by setting up a new methodology that takes the social component into consideration when promoting tourism growth. This means that new dynamics are needed in destinations to guarantee access for all, especially for disadvantaged groups, to the opportunities and benefits that tourism can bring.

For the purpose of this Global Report, an inclusive tourism destination is defined from the point of view of social sustainability, in which inclusion refers to the tourism system in the destination and the vocation for inclusion of the receiving society. Therefore, an inclusive tourism destination is defined as one that offers a tourism experience based on its own particular attributes, transforms the industry by increasing its competitive capacity, creates decent employment and promotes equal opportunities for all – especially for vulnerable groups – allowing them to take part

in and benefit from tourism activity, based on the principles of sustainable development.

An inclusive tourism destination works to maintain a growth path that can include all people in its tourism system, under equal conditions and over time. This approach, centred on social and economic sustainability, is compatible with, and complements, other initiatives that aim to promote environmental and cultural sustainability, as well as smart transformation or adaptation of a destination for universal accessibility.

The *Model for inclusive tourism destinations* presented in this Global Report is a formula for practical and realistic public action that can be applied to different types of destinations. It is a path towards inclusion that is adaptable, modular and scalable, and facilitates the transformation of tourism models towards socially and economically inclusive models.

The model is based on a methodology that includes instruments, technologies, a transfer system and an innovative measurement system that simplifies the processing of information by using visual data tools.

The construction of an inclusive tourism destination requires, firstly, the creation of opportunities for all. For this purpose, the method described uses specific tools to act vertically on specific groups, eliminating the reasons for exclusion from the tourism dynamic, especially the shortage of professional



and technological skills. In parallel, it creates meeting points between these groups and the tourism industry by acting directly on the nodes of the tourism value chain to foster inclusion.

In addition, the model aims to act across the entire destination to improve its competitive capacity. Only a destination that grows in a sustained and sustainable manner can generate new opportunities for inclusion in the tourism dynamic. Action is taken on the destination's capacity to reach its market, on competitive innovation to strengthen the capacity of the sector, especially SMEs, to generate wealth and employment, and on the use of the technologies available to businesses and to the destination itself - an essential condition for operating in today's global and connected market.

Finally, a governance model led by the tourism administration in which all political, economic and social agents are involved is proposed. This requires the creation of management capacity and of transfer structures, at every level of government, the administration of the programme: methodology, technologies and the measurement system.

However, tourism development models will only evolve socially when countries include inclusive growth as one of the main guiding principles behind their tourism policy. The transformation of destinations to inclusive destinations should be part of a cross-cutting, structural view of inclusive

economic development in the form of territorial and sector-wide strategies. For this purpose, the model can be scaled to a regional or national level and includes the development of methodological standards and a transfer system.

At a global level, it is also necessary to achieve convergence among the goals and programmes of all multilateral bodies working to promote development, in which tourism should occupy a key position. Despite the power of the sector and its unique qualities for being adopted in a wide range of locations, tourism is not an activity that receives priority in development initiatives. International agents are not always fully aware of the relevance of sustainable tourism development as a means of reducing poverty and inequality, improving quality of life in developing countries and supporting inclusion.

This Global Report places the *Model for inclusive tourism destinations* and its ability to contribute to the Sustainable Development Goals (SDGs). It concludes with a set of 11 recommendations to raise tourism to the level it deserves as a strategic sector for sustainable, inclusive development.



Chapter 1:

How UNWTO works in inclusive tourism (work done to date)

The foundation of UNWTO is underpinned by a stated aim to promote tourism as a driver of economic growth, inclusive development and environmental sustainability. Thus, UNWTO has organized and partaken in a long list of initiatives related to promoting inclusive tourism and its practices.

In 2011, UNWTO, the Inter-American Development Bank (IDB) and the Government of Ceará, Brazil, organized a conference on **Tourism: Development, Social Inclusion and Regional Integration in the Americas**. Among other topics, the impact of tourism on social inclusion in the Americas was discussed and evaluated and successful examples were shared. The Conference concluded that inclusive tourism fosters democratization in business and business management, the integration of indigenous communities in society, the equitable distribution of the economic and social benefits of tourism and creates opportunities and quality of life in the communities, generating jobs and income, which in turn prevents job-oriented migration.

At the 2012 **United Nations Conference on Trade and Development** in Doha, Qatar, UNWTO organized a special event on how the tourism sector can contribute to inclusive and sustainable growth and development. The purpose of the event was to provide an opportunity for officials to discuss the critical role that tourism can play in national development strategies. The discussion emphasized that

the aspect of sustainability is key to unlocking the vast potential contribution of the tourism sector to inclusive and sustainable growth and development, especially for developing countries.

In October 2016, UNWTO and the European Bank for Reconstruction and Development (EBRD) organized a conference on **Investing in Tourism for an Inclusive Future** in collaboration with the Ministry of Tourism and Antiquities of Jordan. The partnership between UNWTO and the EBRD is aimed at supporting inclusive and sustainable tourism, which laid the foundation for the main topic at the Conference: how tourism can promote inclusive development. The Conference resulted in the Petra Declaration, in which high-level officials and tourism stakeholders called upon governments, the private sector and investors and financial institutions to step up efforts in building an inclusive, sustainable and resilient tourism sector.

More recently, UNWTO, the Government of Jamaica and the World Bank Group organized the **Conference on Jobs and Inclusive Growth: Partnerships for Sustainable Tourism** in November 2017 in Jamaica. The Conference designed an international road map and fostered collaborative relationships for inclusive economic and social development through tourism. Practical plans were created in order to guide future development initiatives and recognize the importance of tourism as a driver of



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inclusive change. In addition, the Conference resulted in the Montego Bay Declaration that stated that cooperation and partnerships among all major tourism stakeholders are vital for achieving the Sustainable Development Goals (SDGs) and inclusive development through tourism and require adequate governance and partnership mechanisms at all levels. It was decided that a UNWTO working group on the issue be created, resulting in the Working Group on the SDGs; dedicated to creating a sustainable and inclusive sector.

From January to March 2018, students from 19 universities from 13 countries around the world participated in the **International University Project “The Value of Human Rights on the Camino de Santiago: harnessing the power of tourism to promote cross cultural dialogue and achieve the Sustainable Development Goals”**. The International University Project was a pioneering project organized by UNWTO, the Spanish NGO Helsinki España and the Compostela Group of Universities with the aim of uniting students from all over the world to work towards creating inclusive tourism practices and advancing the SDGs. After studying various e-modules and walking 100 km of the Camino de Santiago, tourism students presented their tourism proposals to be implemented on the Camino de Santiago. All proposals incorporated the SDGs, inclusiveness and sustainability. The Project was an opportunity for young people to become involved in the future of tourism and learn about the importance of ensuring the sustainability and

inclusiveness of the sector. The Project culminated with an International University Forum during which the Declaration of Rectors “The Value of Human Rights on the Camino de Santiago: harnessing the power of tourism to promote cross cultural dialogue and achieve the Sustainable Development Goals” was signed by the rectors of the participating universities. The declaration ensured the commitment of the rectors to work continuously and tirelessly towards the fulfillment of the Sustainable Development Goals and their application in tourism.

On the occasion of the **63rd meeting of the UNWTO Regional Commission for the Americas**, UNWTO and the National Secretariat of Tourism of Paraguay (SERNATUR) organized the **International Seminar on Women’s Empowerment in the Tourism Sector** in April 2018, in Asunción, Paraguay. The seminar was organized to showcase the importance of female inclusion in the tourism sector. It discussed how empowering women, with a focus on identifying and redressing power imbalances and giving women full autonomy to manage their own lives, is vital to sustainable development and inclusion. Furthermore, the Seminar stated that female inclusion and empowerment must be a central part of any strategy to create more sustainable and inclusive economies and societies.

As a fundamental frame of reference for sustainable and inclusive tourism, the Global Code of Ethics for Tourism is a comprehensive set of principles designed to guide



stakeholders in tourism development. It was adopted in 1999 by the General Assembly of UNWTO and features a voluntary implementation mechanism through its recognition of the role of the World Committee on Tourism Ethics, to which stakeholders may refer matters concerning the application and interpretation of the document. Addressed to governments, the travel industry, communities and tourists alike, it aims to help maximise the sector's benefits while minimising its potentially negative impact on the environment, cultural heritage and societies across the globe. As of December 2017, 539 private companies and associations from around the world have signed the Private Sector Commitment to the Code of Ethics.

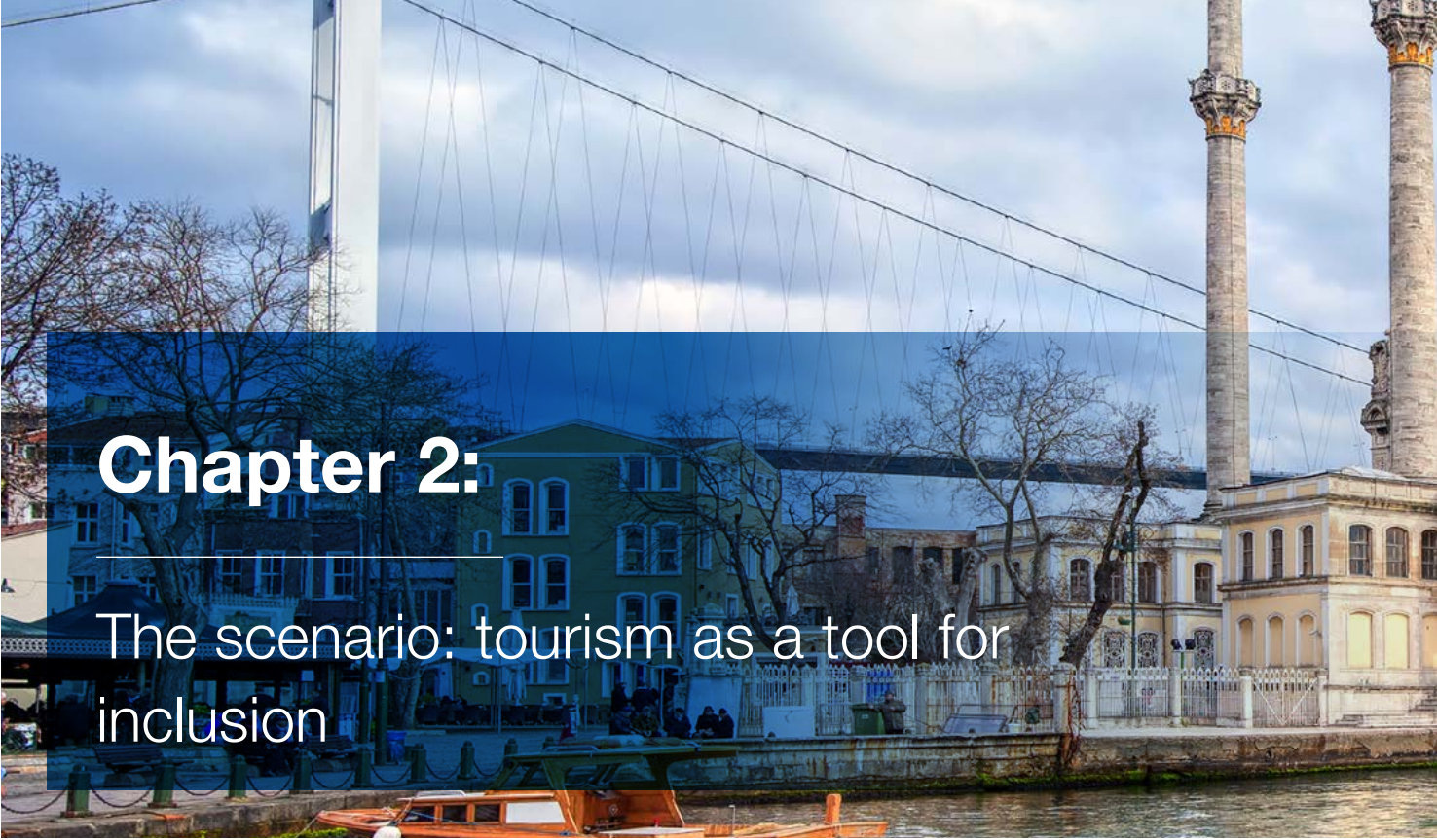
In addition to events and conferences organized by UNWTO relating to inclusive tourism, the United Nations General Assembly designated the year 2017 as the **International Year of Sustainable Tourism of Development (IY2017)**, and UNWTO the agency mandated to facilitate the organization and implementation of the International Year. It is recognized that UNWTO plays a large role in furthering the Sustainable Development Goals (SDGs) and inclusive tourism, as UNWTO has, and will continue to, gathered governments, international and regional organizations, the private sector and other relevant stakeholders in order to work towards building a more inclusive sector. The work of the IY2017 did not end when 2017 ended. Instead, UNWTO continues working towards Agenda 2030 and sustainable



and inclusive tourism. To this end, UNWTO published the report *Tourism and the Sustainable Development Goals – Journey to 2030* in January 2018. The report serves as a guide as to how the tourism sector can contribute towards the implementation and achievement of the SDGs and aims to inspire governments, policymakers, the private sector and all tourism stakeholders to incorporate relevant aspects of the SDGs, such as those relating to inclusiveness, into policy and financing frameworks as well as business operations and investments.

Bearing the aforementioned events and initiatives in mind, it is apparent that inclusiveness, and inclusive tourism, is a fundamental aspect of UNWTO and a building block

upon which all UNWTO actions and its mandate are built. Inclusiveness is taken into account when planning almost all conferences and is omnipresent in the creation of UNWTO declarations and initiatives. It is the responsibility of UNWTO to be an example for the tourism sector with regards to inclusive development, sustainability and good practices in tourism.



Chapter 2:

The scenario: tourism as a tool for inclusion

Tourism is an industry with an enormous capacity for galvanizing local economies and for offering economic and social opportunities for broad sectors of the population. But it is not sufficient to just create and develop new destinations, products and services; new models for development that have inclusion at their core need to be adopted,¹ taking up the opportunities offered by a prosperous and growing market.

This chapter analyses the global context of economic and demographic growth, the subsequent development of the tourism industry and the opportunities offered by the technological revolution for tourism development. As recognised in the *International Year for Sustainable Tourism for Development*, promoted by the World Tourism Organization (UNWTO), tourism can be used successfully in the fight against poverty and to assist vulnerable groups in a society that is increasingly unequal, opening up doors to integration for young people, women, indigenous peoples, immigrants or persons with disabilities.

In order to explain the context for the concept of inclusive tourism destinations, this chapter is divided into two sections:

- 2.1 A more unequal, better-connected world
- 2.2 Tourism and inclusion

2.1 A more unequal, better-connected world

To promote tourism as a driver for economic development and inclusion, it is necessary to understand the global context in which it takes place. This section analyses some of the main global trends that affect tourism development in one way or another, such as population growth, unequal economic growth, which has not yet been able to lift millions of people out of poverty, and the unstoppable penetration of technology in all areas, offering new opportunities and simultaneously perpetuating the dynamics of exclusion.

This section is divided into three sub-sections:

- 2.1.1 Increasing population, economic growth and inequality
- 2.1.2 Poverty, gender and age: the many faces of exclusion
- 2.1.3 The speed of development of also the speed of technology

¹ According to the World Bank, social inclusion is “the process of improving the terms for individuals and groups to take part in society, and the process of improving the ability, opportunity, and dignity of people, disadvantaged on the basis of their identity, to take part in society”. *World Bank. 2013, Inclusion Matters: The Foundation for Shared Prosperity*. Washington, DC: World Bank. doi:10.1596/978-1-4648-0010-8. License: Creative Commons Attribution CC BY 3.0.



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2.1.1 Increasing population, economic growth and inequality

In 2014 the world population stood at 7.244 billion. The annual rate of growth today is 1.15% globally, but it differs significantly from one region to another. In less economically developed regions, the rate (1.33%) is four times that of developed regions (0.3%).²

The trend is expected to continue over coming years. The regions that are less developed today are, and will be, home to the majority of the global population (83% in 2014, 86% in 2050). While the ageing of the population will become more marked in the more advanced regions, in developing regions the majority of the population will continue to be young.

Economic growth is expected to slow down globally. The GDP of emerging and developing economies is growing at a much faster rate than those of advanced economies, and soon such countries will be driving the worldwide economy.³ While inequality among countries has been reduced, within countries it has grown, especially in developing

economies. Economic growth over recent decades has led to the concentration of wealth in the hands of the very rich, the consolidation of urban middle classes in emerging economies and the simultaneous loss of purchasing power for the middle classes in advanced economies.

The increase in inequality holds back growth, feeds the vicious circles of poverty and limits economic growth in the long term. Therefore, over the last decade the fight against poverty has necessarily included the fight against inequality, as stated in the Sustainable Development Goals (SDGs).⁴ Today's increasing inequality is considered to be one of the three main threats for global stability, along with social polarization and environmental threats.⁵

2.1.2 Poverty, gender and age: the many faces of exclusion

To fight inequality, it is necessary to deal with the reasons why certain groups do not enjoy the benefits of economic and social development.

² For more details, see Table 1.1. Population growth worldwide, in Annex I. United Nations (2014), The world population situation in 2014: a concise report, UN, New York.

³ 20 years ago, medium and low-income countries contributed 17.4% of global GDP. Today these countries generate 35.9% of worldwide wealth, with much higher annual rates of growth (3.9%, in 2016) than advanced economies (1.7%). World Bank (2016a), World Bank (electronic) data base, available at: <https://datos.bancomundial.org> (31-08-2017).

⁴ For conceptualizing the fight against inequality, the concept of "shared prosperity" is used to cover growth in income/consumption capacity of the bottom 40% of poorest households in comparison with the national average. This is stated in target 10.1 of this goal. United Nations (2016), Sustainable Development Goal 10: Reducing inequality in and among countries (online), available at: www.un.org (31-08-2017).

⁵ World Economic Forum (2017), The Global Risks Report 2017, 12th Edition, WEF, Geneva.

Poverty lies at the heart of most types of exclusion. Despite the achievements of recent decades, the number of people living in poverty is still unacceptably high.

10.7% of the world's population lives in extreme poverty (with less than USD1.90 a day). Although this percentage decreases every year, it will be difficult to achieve the goal of eradicating extreme poverty by 2030, especially considering today's moderate rates of economic growth.⁶

Together with poverty, gender is an important factor for social exclusion. Discrimination is clear in lower rates of access to education and the formal labour market, lower wages, more difficult access to financial instruments and services, less security and autonomy and less social and political representation.⁷

The gender gap in figures:

- Women account for 49.6% of the world population, but only 39.4% of the labour force.
- If countries were to improve the inclusion of women up to the level of the country with the highest level of equality in their region, the global economy would grow by USD12 trillion. In a scenario of total parity, the global economy would grow by USD28 trillion, that is, 37% of the current figure.
- 41.7% of women have a job, as opposed to 72.2% of men.
- Women are paid 25-40% less than men for the same work.
- 49.1% of women's employment is vulnerable, low-paid and undervalued.

For further information, see Table 1.3 Gender gap in the employment rate (%) in Annex I.

If other factors for exclusion such as ethnicity are added to the gender gap, the resulting discrimination is even greater.

Young people are another particularly vulnerable segment. Under-30s account for more than half the world population, and 85% live in developing countries.⁸ Young people face a disproportionate degree of unstable employment. The working poverty rate among young people is 36.9% in

developed economies and 29.3% in emerging countries and is disproportionately high in developing countries (71%). Young people are still under-represented in the labour market. The gap in participation in the labour force is 16.6%; 53.9% of young men are in the labour market as opposed to 37.3% of women.⁹

The emerging economies can certainly be said to be facing a challenging panorama. Such countries need to find formulas to achieve the progress expected by their growing young population of working age, many of whom are unskilled. The challenge is even greater in the case of countries with the world's least developed economies in which extreme poverty and youth go together. Moreover, the lack of economic opportunities will continue to generate migratory flows towards large cities and more developed regions, which will have a very great effect on global geopolitical equilibrium.¹⁰

2.1.3 The speed of development is also the speed of technology

The world is undergoing an unprecedented technological revolution, in which one of the main elements is the Internet of Things (IoT). People, spaces, sensors, businesses, services and ideas all connected together to generate information that can be transformed into knowledge and thus improve decision-making. 8.4 billion devices are connected in 2017 and the figure is expected to exceed 20 billion by 2020.¹¹ This type of technology is leading to profound disruption, and will continue to do so, in the business models of many industries, in the labour market, in the behaviour of citizens/users and their expectations and, consequently, in governance models.

3.7 billion people, that is, half the world's population, are Internet users and the figure is rising by 10% every year. In all regions, there is a gap between the people who have access to technology and those who do not, but it is especially keen in less developed economies.¹² In contrast with high rates of Internet penetration in advanced economies such as North America (88%) and Western Europe (84%), in poorly-developed countries with deficient infrastructure, Internet connection is still expensive and deficient. The lowest penetration rates in the world are in Africa (29%) and Southern Asia (33%).¹³

⁶ For further information, see Table 1.2 Estimates of poverty, worldwide and by regions. Annex I.

⁷ UNWomen (2015), 'Facts and Figures: Economic Empowerment' (online), available at: www.unwomen.org (04-04-2017).

World Bank (2016a), World Bank [electronic] data base, available at: <https://datos.bancomundial.org> (31-08-2017).

Woetzel, J. et al. (2015), The Power of Parity: How Advancing Women's Equality Can Add \$12 trillion to Global Growth, McKinsey Global Institute.

⁸ United Nations Information Centre, 'Frequently Asked Questions' (online), available at: www.cinu.mx (17-08-2017).

⁹ See Table 1.4 Trends and prospects for youth employment and working poverty as of 2017, in Annex I.

¹⁰ World Bank (2015a), 'International Migration at All-time High', press release, WB, available at www.bancomundial.org (31-08-2017).

¹¹ Egham, U. K. (2017), 'Gartner Says 8.4 Billion Connected "Things" Will Be in Use in 2017, Up 31 Percent From 2016', Press release (online), available at: www.gartner.com (31-08-2017).

¹² See Table 1.5 Internet penetration, use of social media and mobile connectivity by region, in Annex I.

¹³ We are social and Hootsuite (2017), Digital in 2017: Global Overview. Special Reports (online), available at: <https://wearesocial.com> (04-04-2017).

Over the next few years, one billion more people from emerging economies will become connected.

Internet access and use also reflect gender differences. It is estimated that the gap in Internet use between men and women worldwide is 11.1%. This gap is greater in developing countries (15.4%) than in developed countries (5.4%), and is particularly high in the least developed countries (28.9%). The difference seems to have decreased in economically developed countries between 2013 and 2015, but it has remained stable in developing countries.¹⁴

Technologies serve to speed up processes of economic and social development.¹⁵ There is a direct correlation between the degree of development of an economy and the use of technologies.

But technological evolution also generates adverse effects, especially for the weakest; the digital economy and society are spreading, and firms and people who are not a part of them become invisible. There is now a new type of exclusion—digital exclusion—and the digital gap is not only a matter of access but also of capacity.

Technology accentuates development but also exclusion

Technologies are great drivers of development. Big data help to give visibility to problems so that solutions can be found; states and businesses use tools for electronic administration and e-commerce; markets are more transparent and global, thus facilitating competition; people have access to information, knowledge and know-how, and societies are more open, with new structures for collaboration and platforms for participation.

But there are also risks and adverse effects. Technology is a factor for competition among firms, but it also generates monopolies and makes unconnected firms invisible. New employment opportunities arise but only for those who have digital skills, and meanwhile unskilled jobs disappear. Processes are more efficient but organizations are not always able to take up the advantages offered by technology. People are connected with each other, but the most disadvantaged remain outside the digital society.

The technological revolution has huge potential allowing it to contribute to more sustainable, inclusive development, with active policies to promote inclusion, literacy, efficiency and innovation.

Technology is resulting in profound changes in societies, giving a platform and power to citizens who no longer passively watch events but insist on participating in the processes that affect them. Transparency, agility and efficiency are required from public authorities. Today, any political initiative should have the support of all the social, political and economic agents involved.

Governance models are evolving. Management is showing a trend towards localization, focusing on actions aiming to solve specific matters, with the beneficiaries participating in the search for solutions. Today small organizations and individuals that can mobilize and lead change in their communities work alongside large organizations that can mobilise resources and expertise to introduce and consolidate new dynamics.¹⁶

The new scenario for work is more transparent, open and participatory than ever. According to the United Nations, the only way in which the goals of the Agenda 2030 can be met is by guaranteeing that they are separate from political changes. This can be achieved through social participation, efficient institutions and greater involvement by local governments.¹⁷

The sectoral transformation towards more sustainable models in line with the SDGs is based on sector-wide, cross-cutting collaborative systems.

So, technology is a key instrument in development processes and allows for new governance models, but in order for its benefits to reach all social strata, the digital inclusion of people and businesses must be facilitated.¹⁸ This means that access to technology must be universal, affordable, open and secure for all.

Expert opinion

"The model of social change must be promoted from public policy by fostering social inclusion platforms that add value

¹⁴ See Table 1.6 Difference in the ratio of Internet users between men and women, in Annex I.

¹⁵ International Telecommunication Union (2017), Fast-forward Progress. Leveraging Tech to Achieve the Global Goals, ITU, Geneva.

¹⁶ Explained using the metaphor of bees and trees in Mulgan, G. et al. (2007), Social Innovation. What It Is, Why It Matters and How It Can Be Accelerated, Oxford Said Business School.

¹⁷ According to statements made by the Assistant Secretary General of the United Nations, Amina Mohamed, at the High-Level Political Forum on the SDG. Available at: www.un.org (31-08-2017).

¹⁸ "By overcoming information barriers, augmenting factors, and transforming products, digital technologies can make development more inclusive, efficient, and innovative." World Bank (2016b). World Development Report 2016: Digital dividends, "Flagship report", p.9, World Bank, Washington DC. Licence: Creative Commons for Recognition CC BY 3.0 IGO.

to people. The value is, firstly, that they feel personally recognized, that their level of self-esteem is related to their capacity building. In this way, and taking advantage of technology as a tool, we change the model based on the “subsidy” or the minimum income to a model that is sustainable, fostering the self-esteem of the people with whom we work in the program. Technological development must be accompanied by personal development.”

Juan Gómez Bule, President, Walhalla DCS

2.2 Tourism and inclusion

The private sector is responsible for 85-90% of jobs. Over the next few years, developing economies will have to meet the need for jobs for their growing young populations, and it will be critical for such jobs to be decent and inclusive.¹⁹

Tourism is one of the main global industries and is amongst those showing greatest growth. This growth has been particularly marked over the last 20 years and is expected to continue over the foreseeable future, at a lower rate but still faster than most industries.

Expansion of the tourism industry will be forged in the future by the emerging economies, with most tourism travel being to and from such regions. This means that most wealth and jobs will be created in countries that today are undergoing processes of economic development. For them tourism is a strategic industry because it can materialize in territories having different degrees of development, because of the power of their growing domestic markets and because of its capacity for generating jobs.

Expert opinion

“Transformation of a tourism destination requires a local economic development approach that takes local characteristics into account, both those that are visible and those that remain submerged and are more difficult to grasp. [...] Only those destinations that are able to build up visions that are shared across the different agents and across generations will be able to set up effective processes for

inclusive and sustainable tourism development.”

Joxean Fernández, Director, Ekin Consulting

Developing sustainable tourism models is a global priority, recognized in 2017 by the declaration of the International Year for Sustainable Tourism for Development promoted by UNWTO. Social inclusion is postulated within the broader framework of sustainability.

This section analyses the current context of tourism, an ideal scenario for including vulnerable groups in tourism growth, which should have inclusion at its epicentre.²⁰

This section is divided into three sub-sections:

- 2.2.1 A large global industry
- 2.2.2 A connected, diverse and competitive market
- 2.2.3 Tourism as a strategic sector for more inclusive development

2.2.1 A large global industry

Over recent decades, which have been characterized by mass access for millions of people to the middle classes and, therefore, to tourism consumption, the industry took off on an unprecedented global level. In 2017 there were more than 1.322 billion international tourists, 6.7% more than the previous year.²¹

In 1995, international tourist arrivals amounted to 527 million. During the following 10 years, this figure was to grow by 43.5%, reaching 809 million in 2005.²² Slightly higher growth (52.6%) was recorded in the following decade, reaching 1.322 billion tourists in 2017.

Europe experienced an extraordinary growth in 2017, and remains the destinations of more than half of the international travel in the world. Africa, especially northern Africa, is experiencing a strong recovery and is the second region with most growth. The Asia-Pacific region remains the destination for a quarter of world tourism. The increase in per capita income, cheaper travel and greater connectivity are key for developing the regional market, which is driven by the strength of the Chinese generating market, now

¹⁹ Business & Sustainable Development Commission (2017), Better Business, Better World. (Creative Commons License Attribution-NonCommercial 4.0 International CC BY 4.4).

²⁰ According to the OECD, inclusive growth is “economic growth that creates opportunities for all segments of the population and distributes the dividends of increased prosperity, in both monetary and non-monetary terms, fairly across society.

²¹ World Tourism Organization (2017a), UNWTO Annual Report 2017, UNWTO, Madrid.

World Tourism Organization (2018), UNWTO World Tourism Barometer, Volume 16 – April 2018, UNWTO, Madrid.

²² World Tourism Organization (2017d), World Tourism Highlights, 2017 edition. UNWTO.

the largest in international spending (USD258 billion). The Americas grew by 3.2%, and the Middle East recovered from the consequences of regional instability, with a growth of 4.4%.²³

Tourist numbers, both international and domestic, continue to rise and domestic travel contributes 73% of the global tourist GDP²⁴. In most markets, domestic tourism is the main driving force for the industry.

On the other hand, tourism revenue maintains a growth rate of 2.6%²⁵ per year, in line with the growth rate of the global economy. Tourism is one of the big global industries, contributing 10.4% to the global GDP²⁶.

The trend in tourism for coming years is towards slower growth because of the slowdown in the economy and possible rising prices for transport and travel. No large changes are expected, because the industry has already proved to be very resilient to adverse economic and geopolitical situations. A very relevant aspect of the trend for coming years is that tourism growth will focus on emerging markets, which will reach a market share of 57% by 2030, turning around the current situation.

Under any circumstances, tourism will continue to be a growing industry, going well beyond the growth rates of the global economy over coming decades.

The expected figure for international tourists by 2030 is 1.8 billion, with an annual growth rate of 3.3% over the coming 15 years.²⁷ The annual growth rate in international tourist arrivals in emerging markets (4.4%) will double that for arrivals in advanced economies. By 2030, emerging economies will be receiving the majority of international tourism (1.037 billion international tourist arrivals, as opposed to 772 million going to advanced economies).

Tourism statistics

The latest tourism statistics illustrate the magnitude and power of this industry:

- Tourism is growing faster than the global economy. Tourism revenue is estimated to maintain an annual growth rate of 4%, well above the estimated annual

global economic growth of 2.7%.

- Tourism contributes 10.2% to global GDP today, and its strength in the global economy will continue to grow.

Tourism has a direct economic impact valued at USD 2.3 billion and an aggregate impact of up to USD7.6 billion, 10.2% of global GDP. By 2027, tourism will be generating 11.4% of global wealth.

- One out of every 10 jobs in the world is in the tourism sector, and over the next 10 years tourism will account for 23% of new jobs created.

Tourism generates 108.7 million direct jobs and 183.5 million indirect jobs. By 2027, there will be a total of 381.7 million direct and indirect jobs associated with tourism, one out of every nine.

- Tourism accounts for 6.6% of global exports, and the percentage is expected to increase over the coming decade.
- Tourism exports generated USD1.4 trillion in 2016, 6.6% of global exports and 30% of service exports. By 2027 tourism is expected to account for 7.2% of exports.

2.2.2 A connected, diverse and competitive market

Technology is changing the way one relates to the world and, therefore, the dynamics for developing tourism activity. Travelers use digital resources during the travel cycle to find information (most say they look at comments on sites like TripAdvisor) and make bookings (57% of accommodation bookings, activities and tours are made online). Online travel sales increase year by year, and transactions are now valued at USD533 billion. In the past few years, online transactions have grown by 73%²⁸. An increasing part of this activity uses mobile devices, which are becoming the main means of access to the Internet. One fourth of online bookings are now mobile.

The tourism industry is adapting to this new reality, in which mobile technologies are present throughout the traveller

²³ For further information, see Table 1.7 Trends in international tourist arrivals by region, 1995-2017, in Annex I.

²⁴ World Travel and Tourism Council (2018), Travel & Tourism Global Economic Impact & Issues 2018, WTTC.

²⁵ For further information, see Table 1.8 International tourism revenue by region, 2015 and 2016 in Annex I.

²⁶ World Travel and Tourism Council (2018), Travel & Tourism Global Economic Impact & Issues 2018, WTTC

²⁷ For further information, see Table 1.9 Tourism projections for 2030 by region of destination, in Annex I.

²⁸ Redzy, Travel Statistics for Tour Operators. A compilation of statistics for the Tours & Activities Sector. Disponible en: <https://www.rezdy.com/resource/travel-statistics-for-tour-operators/> (06/11/2017)



experience.²⁹ The industry and destinations interact with travellers in a multi-channel environment via platforms, applications and social networks, offering the full range of services that travellers expect and need (information, bookings, payments). The functionalities they provide are also expanding thanks to geolocation or data intelligence, which make it possible to know the traveller's location and thus offer personalised content and services.

Technology is making the supply more transparent and is opening up new possibilities for many destinations, which now have unprecedented access to a global market. At the same time, competition to capture the interest of travellers is fierce, so destinations and businesses are doing everything they can to stand out. In this scenario, destinations are focusing on diversification, specialization and the construction of a value proposition based on a singular experience and service quality.

Tourism destinations have to react promptly to a fast-changing market. They have to establish optimal regulatory frameworks and make sure they are using the best technology available for attracting interest and leading to conversion, meeting travellers' expectations and needs effectively throughout the travel cycle: inspiration, organization, bookings, purchases and assistance in the destination.

Traveller behaviour and digital expectations make it necessary for destinations to update their digital components, not only with regard to promotion but also by developing products and services and intelligence. For this to be possible, the administrative bodies behind destinations, that is, the public administration, also needs to develop its own internal digital capabilities.

2.2.3 Tourism as a strategic sector for more inclusive development

The capacity of tourism for promoting a more sustainable and inclusive development is based, among other factors, on its capacity for taking place in a variety of environments, including rural or underdeveloped areas, on its impact on the economy resulting from the galvanization of local economies and on the creation of direct and induced employment.

High impact of tourism on local economies

Every US American dollar generated directly by tourism produces an additional USD2.3 in the form of aggregate economic impact.³⁰ However, this figure depends on the capacity of destinations to provide goods and services to the industry and to capture tourism expenditure.

Tourism generates economic opportunities in its environment, because it requires the provision of products and services. The impact of tourism on the local economy therefore depends on the strength of its value chain and on the local supplier ecosystem. The more the tourism industry is supplied locally, not only will induced economic growth increase but so will opportunities for new businesses.

Therefore, the economic opportunities generated by tourism include the integration of local suppliers and service providers in the destination's value chain and proposition. This is essential for inclusive growth, in which the local communities participate in the benefits of tourism by creating new businesses and taking up new job opportunities.

Not all tourism models have the same capacity for generating inclusive growth. In destinations with a locally competitive value chain, the economic impact of tourism is high. But in destinations dominated by foreign companies

²⁹ Cowen, M. (2016), *Mobile in travel: The End-to-End Impact*, Tnooz.

³⁰ The direct contribution of tourism to world GDP was USD2.3 trillion, while the aggregate impact was USD7.6 trillion, 3.3 times more. The direct impact on the economy results from the purchase of tourism services: accommodation, transport, restaurants, purchases, etc. The indirect impact is seen throughout the value chain, when the suppliers of tourism services in turn buy goods and services from their suppliers. Finally, the induced impact measures the impact of tourism activity on the economy through consumption by firms and workers that depend directly and indirectly on tourism.



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and capital (tour operators, airlines, hotel chains, etc.), the economic impact of tourism could be significantly less if these companies often bring in supplies from outside the destination and send the profits back to their countries of origin.

New business opportunities

At local level, tourism creates new business opportunities within and outside the tourism industry. Such new economic opportunities help diversify local economies, which is strategic for reducing poverty in regions with low levels of development, such as rural areas.

The tourism industry is very heterogeneous. While it is partly dominated by large international operators (airlines, intermediaries, tour operators), the reality of destinations is that most of the companies offering tourism services (accommodation, catering, activities) are Small and Medium-Sized Enterprises (SMEs) and micro SMEs.³¹

The power of SMEs should not be underestimated. While in advanced economies large companies hold a significant weight in job creation, in developing countries, the situation is the opposite. In fact, in developing countries, SMEs generate 66% of jobs.³² The World Bank estimates indicate that, in coming years, SMEs will be responsible for 4 out of every 5 new jobs, especially in Asia and sub-Saharan Africa.³³

The many opportunities offered by tourism for entrepreneurship and the low level of investment required for many activities give rise to the creation of microenterprises, especially in the fields of catering and accommodation, and leisure, cultural and sporting activities.

However, although SMEs are appropriate in their local context, they have to stand up to the demands of a globalised tourism market. Not only is it hugely difficult for SMEs to compete in costs and to establish economies of scale, but they come up against barriers limiting their growth, and have neither the expertise nor the capacity for innovation and adaptation that are needed to meet the increasing demands of an extremely competitive and connected market. Maintaining the competitiveness of tourism SMEs is critical for the destination's performance and, consequently, for its capacity for generating new growth opportunities.

Tourism as one of the main creators of inclusive employment

Many people are able to leave poverty behind when they gain access to the labour market, which allows them and their families to move to a new economic scenario of opportunities, with fair wages and a worker protection system.

In underdeveloped rural areas, tourism is an activity that generates new opportunities, unlike traditional sectors such as farming. It can therefore offer a way out for the most disadvantaged groups. Tourism employment thus helps reduce poverty and economic and social exclusion and may offer alternatives to migration to cities.³⁴

Despite the beneficial effects of job creation, it must be borne in mind that tourism employment is very unstable, even in advanced economies, with high levels of seasonality, turnover and part-time work.

In Organization for Economic Co-operation and Development (OECD) countries, the quality of tourism employment is lower than that of the economy as a whole. 31.1% of workers in the

³¹ In OECD countries, 60-90% of tourism enterprises, for example, those offering accommodation or travel agencies, are microSMEs, and 47.5% of workers in tourism work in microSMEs, a much higher figure than that for the economy as a whole (31.2%). For further information, see Table 1.10 Distribution of tourism employment by size of firm in OECD countries, in Annex I.

³² International Monetary Fund (2013), IFC Job Study. Assessing Private Sector Contributions to Job Creation and Poverty Reduction, IMF.

³³ World Bank (2015b), 'Small and Medium Enterprises (SMEs) Finance' (online), available at: www.worldbank.org (31-08-2017).

³⁴ United Nations Conference on Trade and Development (2017), Economic Development in Africa Report 2017: Tourism for Transformative and Inclusive Growth, UNCTAD, Geneva.



tourism sector work just half a day, as opposed to an average of 20.7% in the economy as a whole. Also, seasonality rates are higher, with 21.9% of seasonal tourism workers as opposed to 14.1% in the economy as a whole ³⁵. The low quality of tourism employment affects its capacity for inclusion.³⁶

Tourism is a labour-intense sector, for both skilled and non-skilled workers, with jobs being offered through both formal and informal labour markets and increasingly through the sharing economy. In addition to jobs in actual tourism activity, as a result of the multiplying effect of tourism on the economy, it also generates new jobs in other sectors. The generation of working income for the local population, either directly or indirectly, stimulates expenditure in the local economy, thus creating new jobs. For every new tourism job, another 1.7 are induced.

Expert opinion

"(...) it is important to enter in contact with local communities, which Non-Governmental Organizations (NGOs) know well,

and to create partnerships with governments and firms so that tourism in such communities becomes a means for achieving human and economic emancipation."

Antonella Broglia, Director, Ashoka Foundation

Women and employment in tourism

Tourism has a higher representation of women and young workers than the labour market as a whole.³⁷

Women account for almost half of the labour force in the accommodation and catering sectors, 48.6% of the total. However, they mostly occupy low-skilled jobs. Only 36.8% of professional positions are occupied by women.³⁸

The fact that there are few entry barriers and that there are plenty of jobs for every level of skill in tourism allow women and young people to find jobs, generate their own income and acquire the skills they need to improve their situation throughout their working life.

³⁵ For further information, see Table 1.11 Characteristics of tourism employment in selected OECD countries, 2013, in Annex I.

³⁶ Stacey, J. (2015), Supporting Quality Jobs in Tourism, OECD Tourism Papers, 2015/02, OECD Publishing, Paris. <http://dx.doi.org/10.1787/5js4rv0g7szz-en>

³⁷ In OECD countries, tourism employs more women and young people than the average for the economy as a whole (55.9% of the tourism labour force are women as opposed to 43.2% in the economy; 20.6% are young as opposed to 9.4% in the economy as a whole).

³⁸ See Table 1.12 Women employed in the hospitality sector by occupational status and by region (%), in Annex I.



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However, labour and social mobility will be limited unless there is access to education and to training in professional skills. Women and young people form part of the tourism labour force but they occupy a disproportionate number of low-skilled jobs, with poor wages and little security. A large percentage of them also work in the informal economy, which makes them more vulnerable to exploitation.

Women have found a niche to develop as tourism entrepreneurs, more than in any other sector.³⁹ 36% of entrepreneurs in catering and accommodation are women⁴⁰, and women amount to half the self-employed workers in this sector.⁴¹

Expert opinion

Women in particular are finding economic success on our platform. Since Airbnb's founding, women hosts around the world have earned over USD10 billion. And more than 50,000 of them have used the money they earned from Airbnb to become entrepreneurs and fund their own businesses. By

creating powerful people-to-people connections, Airbnb helps unlock our hosts' time and potential—two of the most critical resources to economic growth. Around the world, hosts' dream jobs are becoming real economic opportunities.

(...)A study by the consultancy NERA finds that the Airbnb community supported about 730,000 jobs globally in 2016 and estimates that our community will support approximately 1.3 million jobs in 2017.

Stephanie Hodges, Airbnb

³⁹ World Tourism Organization (2011), Global Report on Women in Tourism 2010, UNWTO, Madrid.

⁴⁰ See Table 1.13 Women entrepreneurs in the hospitality sector, by region (%), in Annex I.

⁴¹ See Table 1.14 Self-employed women in the catering sector, by region (%), in Annex I.



Chapter 3:

Inclusive tourism destinations: a new approach to tourism development

Considering the need to move tourism development models towards socially inclusive models based on the creation of shared value⁴² by enterprises, for the purpose of this Global Report the concept of *inclusive tourism destination* is limited to the tourism supply perspective. Their inclusion in the tourism industry is treated from the point of view of service providers on an equal basis to the rest of society.

This Global Report, therefore, does not cover the inclusion approach from the demand perspective, which focuses on ensuring that tourism activities can be enjoyed by disadvantaged groups.

The supply and demand approaches fully complement each other and are based on the same premise: equal opportunities for all social groups.

This chapter is divided into the following four sections:

- 3.1 Definition of an inclusive tourism destination
- 3.2 Context to promote the construction of inclusive tourism destinations
- 3.3 Main aspects of the tourism destination determining the path towards inclusion
- 3.4 Complementarity with other approaches to inclusion

3.1 Definition of an inclusive tourism destination

Tourism, a fundamental activity in the global economy, should help to achieve the United Nations' Sustainable Development Goals (SDGs) for 2030 in its capacity as an instrument for innovation and social development. That is, the dynamics of tourism should include those who are excluded from enjoying its opportunities and benefits. For this purpose, destinations should not only generate economic growth but also ensure that it is both sustainable and inclusive.⁴³

From a perspective of social sustainability and affecting only the supply side, for the purpose of this Global Report the following definition of an *inclusive tourism destination* is given:

An inclusive tourism destination is a destination that offers a tourism experience based on its own, singular attributes, transforms the industry by boosting its competitiveness, creates decent employment and promotes equal opportunities for all— especially the most vulnerable groups – to participate in and benefit from tourism activity, all in line with the principles of sustainable development.

⁴² The concept of shared value acknowledges the advisability and need for inter-connection between the needs of businesses and those of the community. Following this reasoning, companies need a competitive context in which to operate (security, availability of resources and support, good governance, etc.). At the same time, the receiving society in a destination needs it to be successful in creating jobs and wealth, and needs the positive impacts to be felt by the whole society, even the most vulnerable groups. Adapted from: Porter, M. E. and Kramer, M. R. (2006), Strategy and Society, Vol. 84, Nº 12, Harvard Business Review.

⁴³ An inclusive destination is one that promotes fair access and contributes to the benefits of economic growth. Adapted from: United National Development Programme (2008), Capacity Development: Empowering People and Institutions, Annual Report 2008, UNDP.



Inclusion can become a factor for competitiveness, both because of the inclusion of groups whose characteristics can help enrich the value proposition and because the inclusion of disadvantaged groups leads, in the medium term, to a healthier society in which tourism enterprises have a greater capacity for growth and success.

In line with this approach, inclusive tourism destinations:

- Innovate in the tourism value chain.
- Open up paths so that disadvantaged groups have a real option in tourism activity for economic and social progress as suppliers, employees and service providers.
- Create, through the destination's authorities, the conditions so that the above occurs by promoting relevant actions.

Expert opinion

"The great opportunity offered by tourism as an industry for economic development and the protection of cultural and environmental heritage is that in this industry it is possible to align the incentives of local projects, national governments and international agencies. It is precisely the tourists who buy quality experiences, the same ones that leave greater margins to the industry and the same ones that are sensitive to experiences with great environmental value and exposure

to the local culture that is taken care of and "real". [...] There is therefore space for the creation of social entrepreneurship projects, capable of generating income through the market, which generates hybrid solutions capable of responding to the needs / incentives of the different actors. "

*Concepción Galdón,
Social Innovation Director/Academic Lead, IE*

3.2 Context to promote the construction of inclusive tourism destinations

The context in which inclusive tourism destinations are built is influenced by a set of factors that determine the instruments to be used, the processes to be followed and the success of any actions taken.

Some of the main factors are:

- **Social awareness:** Society is increasingly concerned about environmental and social values, the fight against poverty and inequality, and the acceptance of diversity. These are some of the values found in the behaviour of large segments of the population, especially the young. These new values are behind the SDGs promoted by



the United Nations and are clearly important for the construction of inclusive tourism destinations.

- The destination's value proposition: Today, a large proportion of tourism demand, especially the millennial segment, expresses interest in visiting destinations and consuming products that have a clear environmental and cultural value, and in which the presence of the local population is almost essential. Such motivations and the resources that can satisfy them amount to a reality that favours the inclusion of vulnerable groups in tourism development, often enriching the value proposition of destinations.

New criteria for corporate social responsibility: Relations between business and society have been changing since the turn of the century. During the last century, they seemed to be based on the tension generated between two opposing interests: greater corporate success, less social wellbeing. Over the last decade, a more positive vision of the business-society relationship has been taking over, based on the idea of creating shared value, with businesses needing healthy, well-trained, egalitarian and peaceful societies, and with healthy societies needing successful businesses that can create jobs and wealth to improve living standards.

Expert opinion

"[...] A real intention that would imply changing a mentality that is very deeply rooted in production and profit, to move to a mentality where sustainability is the priority. This is very difficult. We are not used to thinking this way and this change of mentality requires a lot of awareness. Therefore, perhaps the most powerful catalyst is industry. It is the industry that should develop a vision beyond numbers. "

Helena Herrero-Beaumont, Partner, Vinces.

These new formulae for social and entrepreneurial management are behind the creation of inclusive destinations, and allow disadvantaged groups to enter both the tourism and non-tourism industry.

- The technological context: Today's society is digital. Information and communication technology (ICT) governs both social and economic relations, to the extent that Internet access is now a right claimed by all social groups, recognised by the United Nations and included in the SDGs.⁴⁴ This mega connectivity is leading to new business models and new opportunities for market access that bring success to new enterprises and force entrepreneurs to digitalise their businesses and improve their technological capabilities.

3.3 Main aspects of tourism destinations that determine the path towards inclusion

On the path towards inclusion not all destinations start out with the same capabilities. Considerations such as maturity, the value proposition, competitiveness or business structure determine the type, order and scope of actions to be taken and the results that can be expected.

Some of the main conditioning factors are:

1. Presentation of the destination in the product catalogue and in the services offered and demand segments addressed;
2. Competitiveness of the destination (infrastructure, connectivity, security, ordination, legal security, employment policies, other public policies, positioning, service levels, etc.) and its growth capacity for the creation of new jobs and new enterprises;

⁴⁴ SDG 9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.



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3. Structure of the existing business fabric and degree of integration of local suppliers in the destination's tourism value chain, including the presence of local labour in tourism enterprises;
4. Commitment of the public authorities to sustainable and inclusive growth in the medium term reflected in the form of a body or office for the organization and management of the tourism system and the existence of resources for this purpose.

Expert opinion

"At PREDIF (Representative State Platform of Physically Disabled Persons), we understand that [the inclusion and non-discrimination of people with disabilities] implies the incorporation of measures that allow the access, use and enjoyment of infrastructures, products, environments and tourism services in a standardized, autonomous and safe way. [...]"

"Thanks to the awareness-raising work that has been developed in the tourism sector by the social entities of disability and the recent approval in Spain (April 2016) of the UNE 178501: 2016 Management System for Intelligent Tourist Destinations, which includes accessibility as one of the fundamental axes for tourist destinations, there is a growing interest of public administrations to know how to apply accessibility in Spanish destinations."

"At PREDIF we have worked with Spanish public administrations and private companies so that the tourism sector has an interest in the tourist with a disability and do what they can because their resources, policies and employees welcome this type of tourist. [...] In addition, through the website www.tur4all.com and the mobile application TUR4all the accessible establishments of the Spanish tourist offer are promoted."

Francisco Sardón, President, PREDIF.

3.4 Complementarity with other approaches to inclusion

The *Model for inclusive tourism destinations* is based on a supply approach and economic and social sustainability. This is consistent with, and may be complemented by, other approaches that focus on demand.

Inclusion has often been approached from the demand point of view; that is, with actions aiming to guarantee the destination's ability to serve different groups whose capacity for enjoying tourism activities might otherwise be limited, such as:

- People with different abilities, for whom integral accessibility plans are adopted in destinations.
- Lesbian, Gay, Bisexual, Transsexual and Intersexual (LGBTI) groups, with actions to build awareness and develop supply.
- Groups that are vulnerable for socio-economic reasons, who benefit from social tourism programmes.

Such public policies for inclusion usually aim to facilitate the enjoyment of tourism for disadvantaged groups and to support destinations and enterprises in adapting to the needs of such groups: programmes for physical or sensory accessibility, improved hotel or transport infrastructure, etc. Such actions improve the competitiveness of destinations and indirectly contribute to the profitability of businesses and the performance of the destination.



Chapter 4:

The Model for inclusive tourism destinations

The *Model for inclusive tourism destinations* is a formula for firm and realistic actions in destinations that have a certain degree of development and a management structure that can efficiently adopt it. The model comprises a methodology in the form of a set of instruments and technological tools, as well as a system for transfer and measurement, which each destination can adapt to its own characteristics. The measurement system is based on the visual presentation of data which makes the data easy to understand, analyse and make public.

The existence of a holistic plan makes actions more effective as everything is designed to meet a shared objective. There can be no universal formulae; each destination has to adopt its own actions. But these must be carefully considered, focusing on results and projecting continued inclusive growth after the actions have been taken.

This chapter presents the methodology used for adopting the model. Firstly, three agendas are set: the agenda for trust, the agenda for funding and the agenda of operations. Here the various tools for inclusion, competitiveness and governance are developed.

The model includes a compact, efficient and simple measurement system that is effective and simple to apply, use and analyse, allowing informed decisions to be made.

Finally, how the model should be put in place at national and global levels is explained, based on modularity, scalability and the transfer mechanisms it includes.

The model is broken up into the following six sections:

- 4.1 Preliminary analysis
- 4.2 Three agendas
- 4.3 Instruments
- 4.4 Sequence of action
- 4.5 Measurement system
- 4.6 Plan for implementation at national and regional level

4.1 Preliminary analysis

Each destination is different, and the first step towards inclusion is to assess its main realities, especially the groups on which action is to be taken.⁴⁵

After first identifying the groups, they are segmented according to variables such as age, gender, ability to work or zone. The aim is to facilitate the selection and prioritization of the actions to be taken, as well as to assign the resources needed.

⁴⁵ One of the premises of the model is the selection of participants according to their potential for benefiting from the actions to be taken and their capacity for bringing value to the tourism brand, such as artisans or traditional cooks.



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This process is based on the creation of a visual map with three layers of information:

- Socio-economic and demographic data on the destination to help establish the groups to be acted upon and to identify top-priority areas for action.
- Tourism macro-indicators of supply and demand, that make it possible to know the health of the industry, its levels of performance and its geographical distribution.
- Technological connectivity and penetration, illustrating the needs for infrastructure and quantifying the digital gap.

The visual map will not only offer a snapshot of the destination regarding fundamental aspects concerning inclusion but, by combining different variables, will facilitate the identification of critical scenarios and priorities, mapping results and creating a dashboard. This should allow the right decisions to be taken, new options for development to be identified and programmes of action to be replicated and scaled based on relevant and correct information.

4.2 Three agendas

The design of a successful strategy for action requires bringing the agents, resources and actions together in order to multiply impacts.

For this purpose, three agendas are set up:

1. Agenda for trust

A process to transform a destination requires all the tourism, social and institutional agents to be aligned and prepared for the change. Intentions and wishes have to be combined in order to build a new model for inclusive tourism growth.

The trust agenda builds the network of support needed to guarantee continuity and the success of the destination's transformation process.

The aim is to generate trust in the adoption of a new model, trust in the technical solvency of the process, trust in its public management, trust in the results and also, from outside in, the trust of the market and of external agents in the destination.

2. Agenda for funding

The budget largely defines the public policy, so the path towards inclusion will not go far if implementation depends on a single source of funding.

Sufficient funding requires not only complicity and a budgetary effort on the part of those responsible for the destination, but also new formulae for collaboration with public or private, internal or external partners. The

funding agenda works to achieve convergence among the budgets of different administrative bodies, entities and businesses, in line with the objectives of the destination's transformation process.

3. Agenda of operations

The agenda of operations selects and deploys the programmes of action over time, in line with the prioritization of needs identified during the first phase (dashboard) regarding the groups to be included, the firms, the destination and all their components.

Such a plan ensures that actions are coordinated and fit in the administrative and political schedule, that current needs are met and that future needs for resources are foreseen.

4.3 Instruments

The *Model for inclusive tourism destinations* can be adapted to the reality of different types of destinations. Although the method of action is universal, each destination must choose the combination of instruments that best suits its specific characteristics.

The model includes a non-exhaustive set of 24 instruments⁴⁶ that, from the competence of the tourism sector act at three levels:

- Creating conditions for inclusion and social development to take place continuously. For this purpose, work addresses both people and the value chain.
- Promoting growth in the destination, renewing its competitiveness to increase its capacity for inclusion.
- Adapting the model of governance to the new needs for participation and creating the necessary management capacity.

This section is divided into three sub-sections:

4.3.1 Instruments for inclusion

4.3.2 Instruments for competitive innovation in the destination

4.3.3 Instruments for governance

4.3.1 Instruments for inclusion

This model aims to gradually eliminate the barriers that keep disadvantaged groups outside economic activity:

- The competency gap, which excludes people and local Small and Medium-Sized Enterprises (SMEs) from economic activities, mainly due to lack of knowledge of their operating codes, lack of professional skills, lack of contacts with the sector or the actual perceptions of different groups and businesses.
- The digital gap, which negatively affects the competitiveness of SMEs and of people and causes exclusion from the digital economy, one of the main barriers to development. This gap is caused both by shortcomings in connectivity, and by digital illiteracy on the part of many small-scale entrepreneurs and professionals.

The instruments for inclusion act both on people and on the tourism value chain:

- *On people*, by improving the possibilities for vulnerable groups to participate in the tourism system.
 - In the case of groups that can provide a differential value to the destination through their traditional skills (craftworkers, cooks, farmers, etc.), through training and advice.
 - In the case of unskilled people belonging to vulnerable groups, through training in professional tourism skills to improve their employability.
- *On the nodes of the tourism value chain*, to open up new opportunities for inclusion.
 - In the case of groups with traditional skills, facilitating their entry into the market by placing them in contact with end consumers.
 - In the case of unskilled people, putting them in contact with the tourism industry, especially SMEs.

Essentially, the aim is to encourage and consolidate new ways of acting in the tourism destination by building new bridges for integration in the production system.

The instruments⁴⁷ considered do not meet all the needs detected, but they can effectively meet many of them:

1. *Development of workers' capabilities* through training programmes in professional skills for the tourism sector;

⁴⁶ See Annex II of this document for a fuller explanation of the instruments.

⁴⁷ See Annex II of this document for a fuller explanation of the instruments.

2. *Digital literacy*, a training programme in basic digital skills applied to the management of digital identity for people and businesses;
3. *Technical assistance and training for entrepreneurs and Small and Medium-Sized Enterprises (SMEs)*, programmes for the adoption of good practices for SMEs in different branches of tourism activity, access to financing, etc.;
4. *SME digitalization*, a tool for the mass development of web sites for SMEs, with training and/or technical assistance;
5. *Building awareness among disadvantaged groups*, communication actions to explain tourism as an economic alternative for the groups identified;
6. *Involvement of the business fabric*, awareness campaigns, incentive programmes and workshops to facilitate hiring from disadvantaged groups by the business fabric;
7. *Inclusive tourism office*, to facilitate administrative formalities and provide advice to individuals and businesses on inclusion;
8. *Integration of SMEs in the destination's digital layer*, with inclusion of SMEs participating in the destination's digitalization projects;
9. *Online trading platforms*, on which it is possible to list and offer traditional products from the destination for sale, thus opening up a new sales channel for artisans and producers.

4.3.2 Instruments for competitive innovation in destinations

Instruments for competitive innovation help destinations maintain sustained growth and thus allow for continued inclusion, with the actual momentum of growth generating opportunities for integrating a critical mass of people in the tourism activity.

For this purpose, it is necessary to work on the following:

- *Strategy for market access*, including actions on the brand and its positioning and on the sale of services and products.

The destination defines its identity and aligns its values with the trends and motivations of the tourism market.

- *Specialization of the destination*, defining an authentic, singular value proposition for the destination that is sufficiently attractive and different in order to be able to attract, capture and satisfy tourists from the market segments addressed.
- *Competitiveness of the destination's tourism industry*, working on raising the levels of service provided by tourism businesses in order to guarantee that travellers' expectations are met.
- *Smart transformation of destinations*, a requirement for boosting competitiveness and for speeding up growth. Technology makes it easier to reach the market, boosts tourist spending and enhances decision-making by making intelligent data available.

Expert opinion

"Micro SMEs are the principal beneficiaries of the use of technology, because for a lower cost and without the need for extensive resources and infrastructure, they can achieve global visibility. It often happens that the barriers they face are lack of knowledge on how to use technology efficiently or a belief that it is costly."

Bárbara Navarro, Director of Public Policy, Google

There are 10 instruments for competitive branding:⁴⁸

10. *Branding*, a brand strategy for the destination that includes the values of responsible consumption, sustainability and inclusion;
11. *Positioning and sales strategy*, allowing the destination to access its target segments in a structured way via all the brand's channels;
12. *Experience and product-based strategy*, articulating and implementing the destination's value proposition in line with the expectations of its target segments;
13. *Inclusive products*, tourism experiences in which the groups to be included participate as providers of tourism services or as suppliers;

⁴⁸ See Annex II for a more detailed explanation of the instruments

14. *Trigger projects*, key large investments for triggering and speeding up tourism development in a territory with potential;
15. *Product clubs*, policies to build up the supply created by clusters of firms to improve their competitiveness and the positioning of the destination;
16. *SME innovation and competitiveness*, programmes that involve the basic business fabric in dynamics for ongoing improvement and innovation;
17. *Smart information system*, creating the digital layer for the destination by integrating all the components that feed the smart system and the brand channels in a large digital repository;
18. *Open Data*, systems allowing the access and use of the destination's own data and those of third parties to generate analyses and develop new tools or applications;
19. *Tourism intelligence system*, allowing data to be visualized very intuitively and improving the efficiency of management and promotion actions.

4.3.3 Instruments for governance

Moving towards the creation of an inclusive destination requires building up the capacity needed within the tourism administration to manage a change in the growth model in the medium term.

This involves the creation of a specific management unit which, after a transfer process, can ensure that the various programmes and instruments set up can continue functioning.

Also needed is a local transfer structure with an outreach team focusing on the groups to be included, since many actions require high levels of person-to-person interaction.

In parallel, it should be remembered that a tourism administration mostly depends on third parties for the adoption of certain actions, for reasons of competence and for actual capacity. It is therefore essential to identify the programmes which, while falling within the competence of third parties, share objectives and complement the model. This approach makes it possible to consolidate dynamics for collaboration both inside and outside the tourism

administration and with other administrative bodies and organizations acting on the destination. It also allows the scope of action of the model to be extended beyond the strict competence of the tourism administration.

There are five instruments for governance:⁴⁹

20. *Management office*, a high-performing team that acts to speed up public policy within the tourism management entity;
21. *Management platform* for the management of work agendas, with a set of markers indicating the project status at any time;
22. *Local promoters of social innovation*, a network of collaborators in the field who offer technical assistance and guidance for disadvantaged groups throughout the process;
23. *Integration of actions* by means of a model for collaborative governance to align policies and the programmes of third parties with shared objectives;
24. *Communication*, a strategy to keep open channels for information and participation with the destination's stakeholders and the programme beneficiaries.

4.4 Sequence of actions

Once the decision has been taken to adopt the *Model for inclusive tourism destinations*, the following sequence of actions should be adopted.

The aim is that, over a period of three years, the destination should achieve the operational capability, knowledge and experience needed to be able to manage the model, expand its scope and include new objectives.

The model is adopted in the following sequence:

1. Engagement of the destination and earmarking of resources for adoption of the model. Leaders must be appointed, working spaces and facilities prepared, and budgets committed for the time frame of the project;
2. Creation of the project management office, comprising a high-performing, multi-disciplinary team made up

⁴⁹ See Annex II for a more detailed explanation of these instruments

of staff from the destination's tourism management body and external personnel specializing in the various areas of operation to which the model applies. The management office will function within the destination's tourism management structure, but will have powers and competencies for managing the model and the responsibility for designing and applying the work agendas;

3. Operating plan year 1: analysis of scenarios based on the visual map, setting of objectives, design of the annual operating plan in every area, and selection, development and adaptation of instruments to be used;
4. Launch of the three working agendas: agenda of operations, agenda for trust and funding agenda;
5. High-intensity implementation during the first year and assessment of results using the measurement system and redefining objectives and priorities;
6. In subsequent years, drafting of the operating plan, implementation and assessment of results.

4.5 Measurement system

Measurement is a key process for the success of inclusive tourism destinations. The *Model for inclusive tourism destinations* therefore includes a measurement system that records improvements and results, provides sufficient information for the scaling and replication of programmes, and draws up a dashboard on action/reaction to guide the development of new scenarios for innovation.

The model's measurement system processes the information using visual tools for greater efficiency in the identification of new scenarios for innovation or action and for improved access to results and communication of them.

The full measurement process covers the definition of objectives and the scope of the measurement system, the design of measurement tools, data collection, visual exploitation of the data, analysis, presentation of results and the communication and distribution of results to those involved. The system allows for feedback from the model, as well as scaling and replication.

The measurement system is divided into four sections:

- 4.5.1 Attributes of the measurement system
- 4.5.2 From the model to visual data
- 4.5.3 Multi-layer approach to measurement
- 4.5.4 From data to intelligence

4.5.1 Attributes of the measurement system

The measurement methodology used has the following attributes:

- *Modular and adaptable*: flexible methodology that adapts to the set of instruments forming the action model designed for the destination in question.
- *Scalable and replicable*: the methodology also has the attributes of scalability to the number of participants starting from a small sample and of replicability in different areas and scenarios.
- *Visual*: since the data can be analysed visually on the map of the destination, it is possible to take decisions, discover new scenarios intuitively and present comprehensible results from complex information uploads.
- *Distributable*: the conclusions drawn from the programme measurement process provide information that should be distributed to the main stakeholders.

4.5.2 From the model to visual data

Measurement of the impact of adopting the *Model for inclusive tourism destinations* works two ways, which means that results can be improved, scaled and replicated. In terms of inclusion, on the one hand the impact on the groups and people identified is measured to assess whether the objectives are being achieved. On the other, the appropriateness of the instruments for achieving the purposes for which they were designed is measured.

All the data generated during adoption of the model is segmented in visual layers, which allows the statistical load of the indicators to be represented simply and intuitively. The system thus makes it possible to establish links, to react to deviations and to consider actions that might not otherwise have been thought of. Geolocation of the data is key in the decision-making process as it transforms the information into opportunities that can be identified in a specific territory.

The use of visual data facilitates management tasks and allows the information generated to be used by those involved. In this way, public authorities, companies, programme participants, civil society and even clients can access the information, understand it and make use of it.

4.5.3 Multi-layered approach to measurement

Visual representation of the information in the measurement plan is done in layers, so it can be used as a dashboard for action/assessment/reaction.



The layers are:

- **Layer 0 - basic scenario:** This is the basic layer against which improvements in the scenario are measured over time. The layer is made up of macroeconomic data from external sources of statistics that define the starting scenario from three points of view: digital, tourism and sociodemographic.
- **Layer 1 - digital platforms in the destination:** In this layer, the data is displayed from the three platforms serving as instruments for competitive innovation: the *Digital information system*, the *SME digitalization platform* and the *marketplace platform*. The indicators provide information based on the gender, age, population and activity variables.
- **Layer 2 - opinion of the participants:** This layer is made up of information obtained from the actions taken in order to perfect the instruments and to assess the degree to which the participants' objectives have been met.
- **Layer 3 - integration of actions:** This layer allows the visualization of data on the adoption of the instruments used by third parties. The data on participation and results are segmented by gender, age and zone.
- **Layer 4 - opinion on tourism demand:** This layer makes it possible to visualize the degree to which the destination is aligned with its tourism demand. For this purpose, the destination's own data sources are used, such as surveys, social networks, satisfaction studies, Google Analytics, etc.

- **Layer 5 - participants and net inclusion:** This layer is key for the measurement plan as it is the only dimension for assessing the real impact on people in terms of economic/tourism and digital improvements. Net inclusion, in absolute terms, gives the number of people belonging to vulnerable groups that have been effectively included in the tourism industry.

NET INCLUSION CRITERIA

Level 1 of net inclusion (the participant has achieved the following):

- **Tourism training** (attendance on compulsory courses)
- **Digitalization and fiscal and financial normalization** (digital activation of the person's business, presence in the digital information system, awareness, fiscal normalization, access to microfinance)
- **Employment** (in any of the three types – direct employment, contract for services and/or entrepreneurship)
- **Inclusive and sustained competitive ecosystem** (tourism product)

Level 2 of net inclusion (the participant has achieved the following):

- **Tourism training** (attendance on all compulsory courses)



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- **Digitalization and fiscal and financial normalization** (digital activation, presence in the digital information system, awareness, fiscal normalization, access to microfinance)
- **Employment** (in any of the three types – direct employment, contract for services and/or entrepreneurship)

Level 3 of net inclusion (the participant has achieved the following):

- **Tourism training** (attendance on all compulsory courses)
- **Digitalization and fiscal and financial normalization** (digital activation, presence in the digital information system)

Level 4 of net inclusion (the participant has achieved the following):

- **Tourism training** (attendance on all compulsory courses)

4.5.4 From data to intelligence

The indicators are selected to offer an overview of the destination and its goals for inclusion, and to generate information on the adoption of programmes in the model's three working areas.

The selection of indicators includes both quantitative and qualitative indicators. The measurement methodology combines aspects of *big data* and *thick data*.⁵⁰

Bearing in mind the duality of the measurement system (appropriateness of the instruments and impact on the groups) on the one hand, and the duality of the data (*big data* and *thick data*) on the other, the measurement system divides the indicators into four groups for data interpretation:

- *Indicators of integration of the target groups*, which measures economic, digital and tourism performance. For example, the number of people that receive training in tourism jobs, the number of digitalized micro SMEs, the number of women participants, etc.
- *Indicators of the destination's competitiveness*, which measure the results at macro and micro level. For example, increased spending in the destination, number of inclusive tourism products, number of entries in the information system, levels of engagement, etc.
- *Indicators on the collective sustainable ecosystem*. For example, economic/tourism and digital empowerment, feeling of belonging to the group, self-fulfilment, etc.
- *Programme indicators*, which measure the appropriateness of the instruments used. For example, the number of

⁵⁰ Thick data, as a technique for qualitative research, places importance on the social context and the emotions that characterize the processes involved in inclusive tourism destination programmes.



participants that complete a training programme, the degree of satisfaction with technical assistance received, the number of reformulated actions, etc.

4.6 Plan for implementation at national or regional level

As already stated, the characteristics of the *Model for inclusive tourism destinations* include scalability, allowing it to be adopted at local, national or supranational level. It should form part of the strategic planning of the tourism sector as a new, essential area for action by the tourism administration and by development agencies.

Countries and international organizations can promote adoption of the method for inclusive tourism destinations in many destinations within their respective territory or geographical area. For this purpose, a transfer system has been designed aiming to guarantee adoption in line with a standard methodology and allowing for aggregation of results of the instruments and tools applied to the various destinations as needed.

This section is divided into the following sub-sections:

- 4.6.1 Plan for adoption at national or regional level
- 4.6.2 Benefits of aggregation

4.6.1 Plan for adoption at national or regional level

The *Model for inclusive tourism destinations* is adopted at national or regional level in line with the following sequence:

1. Adoption of the model in a selection of pilot destinations of different types (urban, holiday, rural, etc.) that meet the necessary conditions;
2. Involvement of the tourism and social ecosystem in the programme for inclusion. The model involves all agents whose action affects both tourism activity in a destination and the management of social programmes, and roles are assigned to them depending on their competencies and operating capability. Nobody is left out;
3. Creation of clusters for social and digital innovation. The model requires specialist local partners (technology and training firms, specialists in inclusion, among others.) to provide professional services during adoption of the programme in the territory. Such partners will have to be trained in the methodology and standards to be used, a process for approving firms will have to be designed, access for firms to technological solutions will have to be facilitated and they will have to be involved in programme feedback;
4. Training of management teams at every level of administration in how to handle the inclusion programme, phase by phase. The model requires the transfer of know-how to the local teams through training sessions and technical assistance during adoption, and also in the destinations;



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5. Activation of technology transfer at national or regional level with the development of information systems, aggregated repositories of information and the measurement system.

4.6.2 Benefits of aggregation

Aggregation of the management platforms set up in the destinations has the following benefits:

- *Programme and budget efficiency:* a sector-wide programme to promote inclusive tourism means that regions, countries or multilateral institutions have a model for adoption that is valid for any destination. It is possible to assign resources and plan inclusive development, improve competitiveness and achieve efficient digitalization. The programme also strengthens institutional capacity at every level of administration, forming skilled teams to manage the programme.
- *Growth in tourism GDP and decrease in inequality:* the programme improves the capacity for capturing clients and increases opportunities for spending in destinations, establishing channels so that tourism spending permeates the whole value chain down to the groups that previously were excluded.
- *Multiplication of social impacts:* the large-scale programme brings together all impacts, from destination to country level, across all target groups and generates momentum in favour of inclusion.

- *Increased value for the country brand:* promotion of inclusive models in all a country's destinations converts inclusion into a differential value for the country and also creates outstanding value for the country brand in line with global sensitivity towards sustainable development.
- *Improved knowledge of segments of demand:* information is aggregated in a segmented way, allowing the country to measure its competitiveness in comparison with its strategic segments, identifying proposals for inclusion for each segment within the territory.
- *Big data:* aggregated information is provided at destination, country and regional levels. This allows for thorough knowledge of the results of programmes for inclusion and of tourism behaviour, as well as the identification of criticalities and strengths.



Chapter 5:

Confluence of the main global objectives in inclusive tourism destinations

Tourism is included in the 2030 Agenda for Sustainable Development,⁵¹ and in 2017, the International Year of Sustainable Tourism for Development, its capacity for promoting models of sustainable and inclusive development was recognised. In this global context, building inclusive tourism destinations is in line with the goals of all the main global agents at various levels, mainly the promotion of economic growth and the fight against inequality, women's empowerment, the digital society, the strengthening of institutions and the protection of cultural and natural heritage. However, tourism plays a residual role in action for development, so existing programmes need to be better articulated in order for tourism to effectively help achieve the Sustainable Development Goals (SDGs).

Expert opinion

Mechanisms have been developed, including from UNWTO with its seven steps to reduce poverty through tourism, but besides some pilot projects this methodology has not been widely integrated into national tourism strategies. Also, more research would be useful to clearly show the levels

of linkages and leakages so as to provide evidence when tourism development is not equitably benefitting the more vulnerable groups.

Luigi Cabrini, Global Sustainable Tourism Council

The *Model for inclusive tourism destinations* is in line with global development goals. In order to explain how the model fits in with global action, this section covers the most relevant aspects of the 2030 Agenda for Sustainable Development, and the action of the main agents involved in development: international organizations, multilateral institutions, states through development aid programmes, the private sector and philanthropy.

This chapter is divided into three sections:

- 5.1 The global agenda for development
- 5.2 How the model contributes to the sustainable development goals (SDGs)

⁵¹ As stated by Ban Ki-moon, Secretary General of United Nations, on World Tourism Day 2014: "Harnessing tourism's benefits will be critical to achieving the sustainable development goals and implementing the post-2015 development agenda." Source: World Tourism Organization, 2014 'Message from the Secretary General of United Nations Ban Ki-moon' (online), available at: <http://wtd.unwto.org/> (31-08-2017).



5.1 The global agenda for development

The United Nations Summit on Sustainable Development of 2015 adopted the 2030 Agenda for Sustainable Development, with 17 Sustainable Development Goals (SDGs) and 169 targets approved by the 192 member states. The 2030 Agenda amounts to a new paradigm for development in the context of the global challenges faced by mankind.⁵² Its vocation is global so that it can be universally accepted by all the agents involved.

The five levers behind the 2030 Agenda:

1. Leaving no one behind. To eradicate extreme poverty and guarantee human rights and basic economic opportunities.
2. Sustainable development at the heart. To fight climate change and environmental degradation.
3. Transforming economies to create employment and achieve inclusive growth. Patterns of consumption, sustainable production and opportunities for all.
4. Building peace and effective, open and responsible

institutions. Peace and good governance are necessary conditions for human wellbeing.

5. Forging a new global agreement. Collaboration, solidarity and shared responsibility among institutions

Sustainable development is recognized as a global priority by multilateral organizations, countries, Non-Governmental Organizations (NGOs) and the private sector all of which, in their respective areas of work and based on their respective competencies, are promoting programmes to achieve more sustainable and inclusive economic growth.

For all of them, the SDGs represent the working framework for transforming today's models for economic development to make them environmentally sustainable and socially fair. They therefore offer consistency for the many agents involved at every level, and identify the most critical areas so that priorities can be established at global, regional and local levels.

Achieving the SDGs requires coordinated action among different institutions at different levels of government as well as participation by many agents; essentially it is up to us all.

⁵² United Nations (2013), A New Global Partnership: Eradicate Poverty and Transform Economies Through Sustainable Development, The Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda



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Nevertheless, it is necessary to identify the key agents and their areas of competence as well as any gaps to be filled and the actions being taken and those still needed.

Expert opinion

"The 2030 Agenda and the SDGs amount to the greatest development agenda ever approved. All the United Nations member states, its agencies, civil society and the private sector have helped draw them up. It is not a North-South agenda but a universal one, with goals for all, agreed by all. That is the strength and the moral value of the SDGs as a set of goals that consider the social, economic and environmental aspects of the planet. The member states and the private sector (the main donors for the agenda) are becoming increasingly aware of the agreement reached, of the importance of reaching the goals and that the SDGs are both economically viable and necessary. The challenge lies in assigning the resources needed by all the relevant agents so that they can be achieved."

José Carlos Ferrer, Partnerships and Resource Mobilization Advisor, SDG Fund (23-08-17)

5.2 How the model contributes to the Sustainable Development Goals (SDGs)

One of the key approaches adopted by the 2030 Agenda is that sustainability and inclusion should be at the core of any action or policy, and this is precisely the reason for this *Model for inclusive tourism destinations*. It should therefore come as no surprise that the results of adopting the model are perfectly aligned with the action being taken by the global, national and local institutions that pursue the Sustainable Development Goals (SDGs).

The model contributes directly to 10 SDGs, as follows:

1. Goal 1: To end poverty

The model aims to include local entrepreneurs in tourism activity, considering that microenterprises are the main creators of employment and wealth and that development of the private sector can be facilitated by creating new economic opportunities for such enterprises. It also acts on the value chain to offer job opportunities to less advantaged groups, especially women and young people.

In line with actions by: United Nations Development Programme (UNDP), United Nations Conference on Trade and Development (UNCTAD), UN Women, World Tourism Organization (UNWTO), World Bank (WB), International



Monetary Fund (IMF), Inter-American Development Bank (IDB), Development Bank of Latin America (CAF), Asian Development Bank (ADB) and New Development Bank (NDB).

2. Goal 4: To guarantee inclusive, quality education

The model includes the development of local talent, especially the development of skills that are specific to the tourism sector, as well as the digital skills that are necessary for maintaining a competitive edge in a connected tourism market. It also promotes the integration of actions with other programmes and the adoption of the existing certification systems.

In line with actions by: UNCTAD, UNWTO, United Nations Educational, Scientific and Cultural Organization (UNESCO), WB, CAF, ADB, African Development Bank Group (AfDB) and NDB.

3. Goal 5: To achieve gender equality.

The model focuses its action on vulnerable groups, including women, acknowledging their special needs for true integration in tourism activity. The model aims to empower women by facilitating their participation in actions to develop talent and promote the competitiveness of local enterprises. It also covers the integration of the gender policies of other institutions.

In line with actions by: UNDP, UNESCO, UN Women, WB and CAF.

4. Goal 8: To promote economic growth and decent work

The model promotes sustained, inclusive growth of the destination by improving its competitiveness, fostering business growth and creating jobs. New business opportunities arising can be taken up by new enterprises.

In line with actions by: UNCTAD, UNWTO, UNESCO, WB, IMF, IDB, CAF, ADB, AfDB and NDB.

5. Goal 9: To promote inclusive and sustainable industrialization and foster innovation

Competitive innovation is one of the pillars of the model, and applies to the destination itself, digitalizing its supply, reinforcing and diversifying its value proposition, improving its access to the market and strengthening its management with data intelligence and local structures. The model also helps the private sector to develop through actions to improve sector-wide competitiveness and through mass digitalization of the sector, resulting in a destination that can operate in the market of the 21st century.

In line with actions by: UNCTAD, UNWTO, WB, IMF, IDB, CAF, ADB, AfDB and NDB.



6. Goal 10: To reduce inequality

The model offers a working framework allowing destinations of any type and degree of development to move towards equal opportunities and real access for the local population, including disadvantaged groups, to tourism activity. The aim is also to integrate small destinations in regional, national and global tourism dynamics by using technological platforms and projecting management structures at all levels.

In line with actions by: UNDP, UNCTAD, UN Women, UNWTO, WB, IMF, IDB, CAF, ADB, AfDB and NDB.

7. Goal 11: Sustainable cities and communities

Construction of the digital layer for destinations allows data to be generated for better management of tourism activity. Open platforms can be integrated with other smart developments at local, regional and national levels. Platforms also offer possibilities for social participation. This leads not only to a better-quality experience for visitors but also to better quality of life for citizens.

In line with actions by: UNCTAD, UN Women, UNESCO, WB, CAF, ADB and NDB.

8. Goal 12: Responsible consumption and production

The model builds a value proposition based on the destination's own values, and promotes appreciation of the local culture and environment. Specific actions are considered for the development of associated industries such as handcrafts and gastronomy, and local entrepreneurship is encouraged based on local cultural and natural values.

In line with actions by: UNDP, UNESCO, UNWTO, UN Women, WB, IDB, CAF and ADB.

9. Goal 16: Peace, justice and strong institutions

The model builds institutional capacity within the destination, developing teams and providing them with the necessary technological tools. It also promotes participation by the private sector. Including everyone in the tourism system and developing instruments for participation are key factors



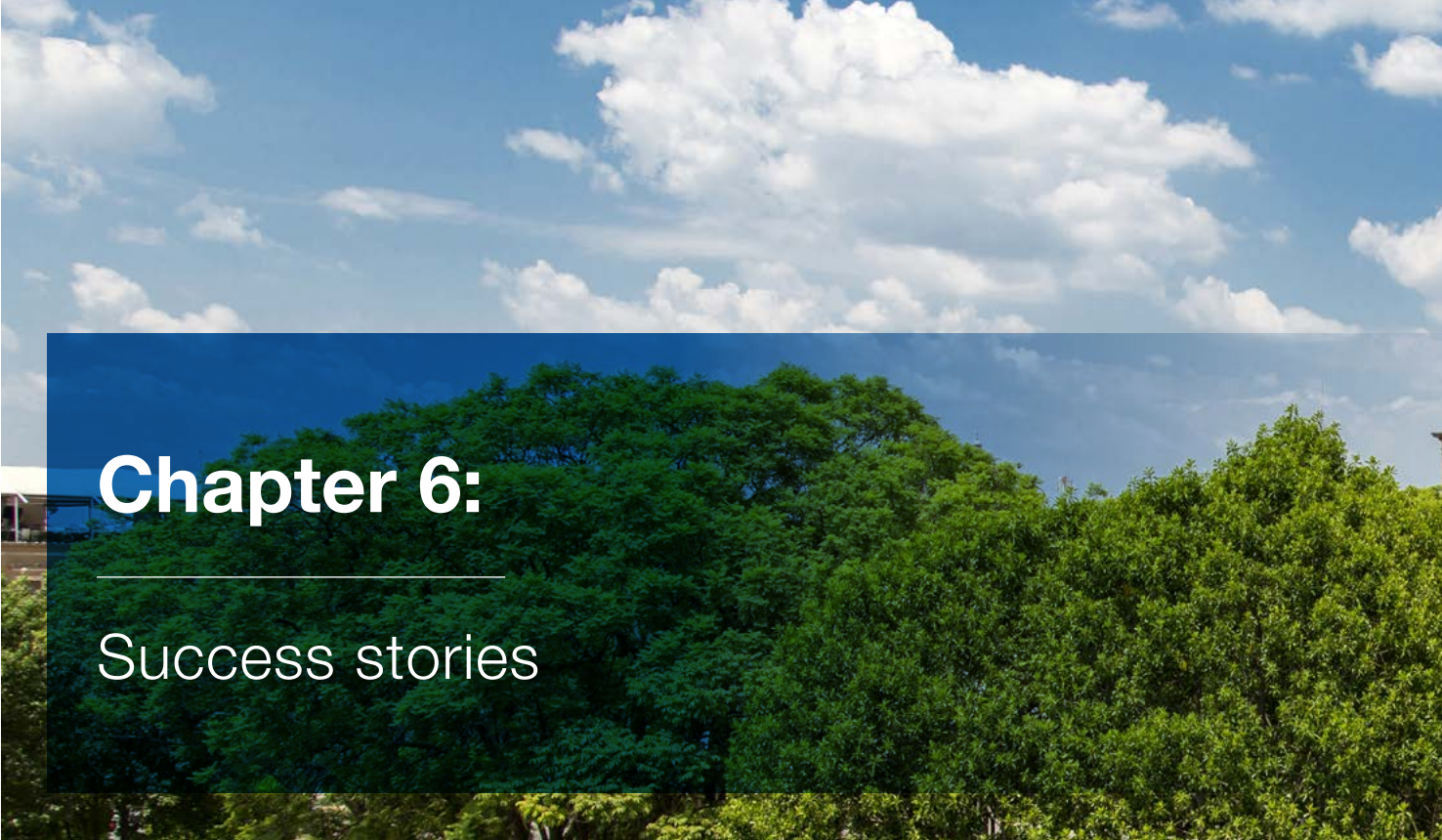
for the prevention of tourism-related conflicts and the normalization of citizen coexistence.

In line with actions by: UNDP, UN Women, WB, CAF and ADB.

10. Goal 17: Partnerships for the Goals

The model strengthens the leadership and capacity of the competent management entity, which may be public or both public and private. In parallel, it promotes participation by the private sector throughout the process and provides for participation by other organizations in actions at different levels. Policies from other departments can be included, and the model can be scaled to the national or even the regional level. Finally, the model is aligned with actions to promote sustainable and inclusive development by all global agents.

In line with actions by: UNDP, UNCTAD, UNESCO, UNWTO, UN Women, WB, IDB, IMF, CAF, ADB, AfDB and NDB.



Chapter 6:

Success stories

This chapter presents seven case studies and twelve tourism initiatives that illustrate how, in addition to improving a destination's performance, a socially inclusive tourism policy can also offer new economic opportunities in depressed areas and become a unifying element for the sector, the society and the public administration.

The first case is Tarhiata 2021, a tourism policy programme led by the government of the State of Michoacán in Mexico that uses the methodology described in this Global Report.

The second is the experience of the Gauteng Tourism Authority which aims to inclusively develop the local economy in its districts through township tourism in South Africa.

The final section describes twelve tourism initiatives throughout the world that are contributing to social inclusion in their areas of influence.

This chapter will be divided into eight sections:

- 6.1 Tarhiata 2021 programme, State of Michoacán, Mexico
- 6.2. Bridging the Gap, Township Inclusive Tourism, Gauteng, South Africa
- 6.3 Mekong Tourism Forum 2017 in Luang Prabang, LAO PDR - an inclusive and experiential concept for small towns
- 6.4 VisitScotland: The ScotSpirit Breaks

- 6.5 CENFOTUR: Education as a tool of social inclusion in tourism
- 6.6 Chemonics: Innovating the future of work for youth in Jordan
- 6.7 Korea Tourism Organization: Tour Dure - a local tourism revitalization project led by residents
- 6.8 World initiatives in line with inclusive tourism destinations

6.1 Tarhiata 2021 programme, State of Michoacán, Mexico

The State of Michoacán in Mexico is currently adopting a new model for sustainable and inclusive tourism growth through its Tarhiata 2021 project described below in the following sub-sections:

- 6.1.1 Project description
- 6.1.2 Main challenges and solutions adopted
- 6.1.3 Actions taken
- 6.1.4 Results obtained
- 6.1.5 Possible replication of the experience



6.1.1 Project description

Name of the project

Tarhiata⁵³ 2021

Destination

State of Michoacán, Mexico

Links

www.michoacan.travel

Starting point

Michoacán, a state located at the centre of Mexico, has a large indigenous population, high levels of migration to the United States of America and an economic structure that is mainly based on farming. As a tourism destination, one decade ago it became one of Mexico's leading cultural destinations until violence and insecurity seriously damaged its position in the tourism market. This led to a sharp drop in demand, especially from international markets, with a loss of income for the sector and of the confidence of the tourism system as a whole.

This situation not only affected the tourism sector but aggravated the problems of poverty and inequality in rural

areas in which most of the population is indigenous. The social gap widened as a result of the lack of economic opportunities, violence and emigration.

Why tourism?

Tourism amounts to a magnificent opportunity for revitalizing a state that is searching for alternative means to prosperity for all, especially for our young people, our migrants and our indigenous communities. The time seems right, because Mexico is becoming consolidated as the main international tourism destination in Latin America, and the country is also generating a large and increasing domestic demand. Today tourism employs 1 out of every 14 Michoacans, and we would like to include many more. We have a good industry and a unique cultural and natural heritage that is widely recognized. With Tarhiata 2021 we hope to make tourism one of the pillars of the Michoacan economy and an instrument for inclusion for the most disadvantaged groups in the state, especially women and youth.

*Claudia Chávez, Secretary for Tourism,
State of Michoacán, Mexico*

⁵³ Tarhiata means "wind" in Purhe, the language of the Purépecha community

Brief description

Tarhiata 2021 is a tourism policy programme led by the government of the State of Michoacán, which is turning tourism into a driving force for development of the state, generating wealth and normalizing society.

Tarhiata 2021 is implementing a model that is unique in Mexico to foster economic growth in the tourism sector in a sustainable and inclusive way, incorporating the most vulnerable groups in tourism activity.

Goals

Tarhiata 2021 aims to transform Michoacán into a world-class destination and to convert tourism into a fundamental driver for the state's economy.

For this purpose, Tarhiata 2021 must achieve:

- Development of the entity's tourism model based on the principles of equality, sustainability, the fight against poverty and improved quality of life for citizens,
- Consolidation of products that will trigger tourism in the most disadvantaged areas of the State,
- Inclusion in tourism activity of people belonging to the most disadvantaged groups, women and young people, especially from indigenous communities,
- Improved competitiveness and digitalization of the Michoacán tourism sector, and
- Restored confidence in the Michoacán brand, and support from the state and federal tourism system, as well as from the tourism market and international organizations.

Duration

Tarhiata 2021 has a duration of five years.

Participants and their roles

- *Government of the State of Michoacán*; leader of the Tarhiata 2021 programme. The state government promotes the agendas for trust and funding, coordinates the adoption of federal programmes for competitiveness and certification, and develops and markets the product,
- *Secretariat of State for Tourism (SECTUR) of Michoacán*; the SECTUR teams participate in the implementation of the Tarhiata 2021 project in collaboration with the 'strong team' set up by the company providing external support.

SECTUR works especially on the identification of needs, territories and groups on which to act. It also participates in the design of the programmes and acts to promote Tarhiata 2021 among state and local institutions and among representatives from the sector. It also provides operational assistance to the project management office,

- *Other state institutions*; the Secretariat for the Economy, the Secretariat for Social Communication and the Secretariat for Equality also participate through their own programmes and initiatives as required when their goals converge with those of Tarhiata 2021,
- *Indigenous and ejidal communities*: the representatives of indigenous and ejidal communities are progressively involved in identifying needs, drawing up agreements and reaching consensuses,
- *Town Councils*; the Town Councils are invited to participate in the adoption of Tarhiata 2021, for which purpose the SECTUR carries out communication and coordination for joint actions, and
- *Private sector*; the private sector also facilitates the adoption of programmes in which its active participation is key. For this purpose, information and coordination actions are carried out with the business fabric (chambers of commerce and professional associations), and entrepreneurs are invited to take leading roles by recommending the programme. Large Michoacán firms are also encouraged to participate through their Corporate Social Responsibility (CSR) programmes.

6.1.2 Main challenges and solutions adopted

Michoacán needs to find economic alternatives for large sectors of its population, especially in rural and indigenous areas. The aim of tourism development is to trigger and complement development dynamics in such locations.

There are multiple challenges. Firstly, it is important to remedy the causes of exclusion for certain groups, mainly the inhabitants of poor areas, women and young people who are often indigenous.

The Tarhiata 2021 programme aims, firstly to, improve the employability and entrepreneurial skills of the groups it addresses. Campus Tarhiata offers training in tourism skills and the SME digitalization programmes accompany entrepreneurs in their first digital steps.

Secondly, Tarhiata 2021 acts on the tourism value chain, creating opportunities for craftworkers, traditional cooks and other artisans to participate in the State's tourism

proposition through actions in conjunction with the tourism sector to create experiences and added value for travellers.

Tarhiata 2021 is essentially changing the perception of these groups regarding tourism and the role they can play in it. This is an important change which will allow them to explore new opportunities at first hand.

"So, am I an entrepreneur?"

Question asked by a traditional cook to the moderator at the end of a training workshop.

Finally, in order to once again become the leading cultural destination of the Mexico, Michoacán has to set itself apart from other competing destinations. For this purpose, it is building a genuine and attractive value proposition to attract new tourists, speed up tourism development and improve the whole tourist experience from start to finish, with a special focus on the digital experience.

6.1.3 Actions taken

Since its conception, eight programmes have been set up to date:

1. Programme for traditional cooks

This programme addresses indigenous cooks and aims to guide them towards tourism. Their gastronomic legacy served as a paradigm for United Nations Educational, Scientific and Cultural Organization (UNESCO) which recognized Mexican traditional gastronomy as an Intangible Heritage of Mankind.

The actions forming part of the programme include:

- Directory of traditional cooks,
- Quality standards for fittings and services,
- Information workshops on the benefits and characteristics of tourism activity,
- Training programme,
- Personalized technical assistance for existing and new businesses,
- Digitalization of businesses and digital literacy campaigns,
- Access to sources of funding (after business normalization) from other state departments, and

- Traditional cooks' product club.

2. Hospitality programme

This is a tourism awareness programme addressing the local population, tourism sector workers, communities and public administrators. The aim is to involve them in tourism and build awareness of the destination, fostering a feeling of pride and belonging regarding Michoacán, explaining the benefits of tourism and, indirectly, enhancing the experience of visitors.

The actions covered by the programme include:

- A programme of skills and services for frontier personnel,
- Awareness campaigns in the indigenous communities and Magical Towns to help them understand that they are a tourism destination,
- Campaigns to promote a feeling of belonging and local pride in the destinations, and
- Platform for involvement of society in general.

3. Programme for integrating groups in the tourism value chain

This programme considers inclusion as a differential value of the destination. Tarhiata 2021 promotes the creation of shared value by firms and creates mechanisms for effectively integrating everyone in the tourism system, with direct action on the nodes of the tourism value chain.

The actions covered by the programme include:

- Campaigns, programmes and recognition of "responsible firms" among all the tourism business fabric,
- Incentives for hiring people and purchasing goods and services from disadvantaged groups,
- Sponsorship agreements with large firms through Corporate Social Responsibility (CSR) programmes,
- Agreements with international cooperation agencies,
- Synergies with state and federal programmes to promote employment,
- Labs and fora for innovation and shared value, and
- Online platform to promote tourism Small and Medium-sized Enterprises (SMEs).

4. Programme for digital inclusion of small enterprises

This programme aims to facilitate access to the digital economy for hundreds of small entrepreneurs, who would otherwise be excluded from it and, over time, from the actual market. Such SMEs fall under tourism categories (accommodation, restaurants, services, etc.) and under complementary activities such as handcrafts.

The actions covered by the programme include:

- Construction and activation of mobile web sites to equip SMEs with a digital presence,
- Personalized technical assistance for craftworkers, traditional cooks, hotels, restaurants, spas and tourist centres and integration in the destination's digital presence,
- Training in digital skills, and
- Inclusion of SMEs in the destination's digital system.

5. Marketplace for traditional handcrafts from Michoacán

The creation of a sales platform for the *Instituto del Artesano Michoacano* and *Casa de las Artesanías* promotes responsible trade and participation by all ethnic groups in the state, offering buyers a guarantee of authenticity and helping preserve local cultural values.

The actions covered by the programme include:

- Creation of product catalogues for online sales with descriptions and photos,
- Construction and launch of an online sales platform for the *Instituto del Artesano Michoacano* (IAM),
- Training, supervision, follow-up and control by the IAM team, and
- Creation of an online sales channel for craft workers.

6. Smart tourism information system for Michoacán

This programme develops the digital layer for the Michoacán destination to promote its transformation into a smart destination, including all the components of tourism in the state: destinations, attractions, firms, spaces, infrastructure, experiences, products, etc. The system serves as the basis for all actions to position and sell the destination and for its tourism intelligence model.

The actions covered in the programme include:

- Development of the destination's digital layer,
- Development of the official tourism web site at www.michoacan.travel,
- Development of apps to boost tourist spending,
- Creation and training of the team at the Tourism Secretariat,
- Online and social media positioning campaigns,
- Network of smart tourism information offices, and
- Dashboards for monitoring, measurement and generation of tourism intelligence.

7. A unique, diverse and different value proposition

This programme introduces innovation in the value proposition with which Michoacán presents itself in the tourism market, with unique products based on internationally acknowledged values that so far have been under-exploited, such as the *Ruta Don Vasco* and *País de la Monarca*. The aim is to integrate depressed areas having great potential for tourism with tourism products addressing different segments of demand.

The actions covered by the programme include:

- Branding strategy: new tourism brand for Michoacán,
- Development of the state's experience-based strategy,
- Development of singular micro-experiences involving participation by consolidated tourism enterprises and the collaboration of traditional cooks and craftworkers,
- Roadmaps for 2016-2021 for vertical action on emblematic products: *País de la Monarca*, *Ruta Don Vasco* and Gastronomy,
- Definition of needs in infrastructure, product development, competitiveness, management and marketing, and
- Development of microsites for flagship products within the official web site www.michoacan.travel

8. Governance: management, trust and funding

Tarhiata 2021 is building a new collaborative ecosystem to restore trust in the market and among investors and to guarantee effective involvement, at every level of government,

the tourism sector and civil society, in the adoption of policies and actions. For this purpose, an agile management structure has been created in the state government to meet needs for operation, management, funding and coordination.

The actions covered by the programme include:

- Office to speed up strategic projects,
- Coordination with other national and federal governmental bodies,
- Agenda for trust: involvement of stakeholders (communal leaders, public administration, investors, tourism entrepreneurs, etc.),
- Funding agenda: programmes at three levels – government, cooperation agencies and international organizations,
- Reports for trigger projects: Ruta Don Vasco Interpretation Centre, *Casa de la Gastronomía Michoacana*, Visitor Reception Centre, Community Tourism Destinations,
- Candidatures for awards and recognition, talks and presence in international fora, and
- Institutional web site providing information on the Tarhiata 2021 programme.

6.1.4 Results obtained

After just one year, the different programmes included in Tarhiata 2021 have had the following initial results:

1. Traditional cooks programme

The main results of the programme are the economic inclusion of cooks as entrepreneurs, protection of the local culture and empowerment of the group of traditional cooks. The figures are:

- 130 traditional cooks participated,
- 5 tourism information workshops,
- 6 training workshops,
- 25 mobile web sites,
- 25 sessions offering technical assistance for their businesses and establishments,
- 12 investment plans financed, and

- 1 Michoacán Gastronomy Festival.

2. Hospitality programme

The Host programme achieves the involvement of workers and citizens in tourism development. It creates awareness of the values of sustainability, responsible tourism and quality experience. The figures are:

- 40 courses completed in 2017,
- 12 centres throughout the state,
- more than 1,300 course participants.

3. Programme to integrate groups in the tourism value chain

The results of this programme, which addresses businesses and people, are economic inclusion for the participants, the promotion of shared social responsibility with the values of shared prosperity, economically sustainable workshops, local development and the protection of local culture. The figures are:

- 50 pilot micro-activities with 40 local participants including entrepreneurs, workers, artisans and cooks.

4. Programme for digital inclusion of SMEs

This programme achieves the digital inclusion of small entrepreneurs throughout the state, helping them to operate in the knowledge economy and enhancing traveller experience. The figures are:

- 550 SMEs digitalized: 250 in 2016, plus 300 in 2017,
- 8 branches of tourism: accommodation, restaurants, traditional cooks, shops, craftworkers, spas, tourist centres and guides,
- 606 entrepreneurs trained: 186 in 2016 and 420 in 2017,
- 11 training sessions in 11 training centres in 2016,
- 20 training sessions in 11 training centres in 2017, and
- 550 technical assistance visits.

5. Marketplace for traditional Michoacán handicrafts

The marketplace enhances the efficiency of the public administration in promoting Michoacán handicrafts, protects traditional art and crafts, contributes to the economic



sustainability of workshops, fosters fair trade and helps local development. The figures are:

- 262 artisanal products for sale at the end of 2017: 217 in 2016, 200 more in 2017,
- 206 craft workers,
- 58% women,
- 15 types of craft, and
- 5 ethnic groups.

6. Michoacán smart tourism information system

The smart information system is the heart of the destination's digital capital. It promotes intelligent local development, allows for digital inclusion of tourism SMEs and other services, provides tourism information and gives visibility to rural destinations and their services. The figures are:

- 2,400 entries, 1,900 in 2016 and 1,500 in 2017 (planned) as follows: 536 hotels, 1,101 restaurants, 1,031 attractions, 191 events, 56 shopping centres, 422 useful information items, 12 packages, 48 municipal districts, 7 regions, 13 destinations, 1 Heritage of Mankind city, 8 Magical Towns, and 4 urban destinations,
- 1 official state tourism web site www.michoacan.travel,
- 1 official state tourism app (launched in 2017), and
- Digital campaigns and social media (2017).

7. Unique, diverse and differentiated value proposition

The provisional figures show that tourism improved during the first season of 2017 (Easter Week), with greater presence of the territory in the tourism product portfolio and with a well-organized, differentiated value proposition and better positioning of the state. The figures are:

- 8.6% more tourists in 2017 than the previous year,
- 100 tourism experiences, 50 in 2016 and 50 in 2017,
- 7 experience categories,
- 7 regions,
- 3 road maps for the development of flagship products: *Gastronomy*, *Ruta Don Vasco* and *País de la Monarca*,
- 3 specialized microsites, and
- 1 new tourism branding strategy.

8. Governance: management, trust and funding

The governance model of Tarhiata 2021 is generating trust in the sector. Agile management models are being adopted and a collaborative ecosystem is being established to make interdepartmental coordination more fluid, which is key for budgetary provisions and for managing certain cross-cutting actions. A local team of outreach workers in social innovation has been set up to provide first-hand assistance to the beneficiary groups.



6.1.5 Possibility of replicating the experience

Tarhiata 2021 was drawn up to meet the most pressing needs of the state of Michoacán, using the inclusive tourism destination methodology. Over the coming years and up to 2021, new programmes will be included in line with the state's tourism performance. The experience of Michoacán could be replicated in other destinations because the methodology can be adapted and implemented at local or state level, as in this case.

In view of the initial results of the programme after little more than one year, the method has proved to go beyond isolated action for tourism development, fighting inequality in marginal areas and reducing poverty. The cross-cutting approach to the actions, in which the sector and the disadvantaged groups are becoming increasingly involved, is creating a climate of expectation and trust that boosts Michoacán as a sustainable and inclusive tourist destination in Mexico.

6.2 Bridging the Gap, Township Inclusive Tourism in Gauteng, South Africa

Gauteng is developing township tourism as a way in which economic benefits can be spread to townships in the context of the strategy to revitalize disadvantaged communities, a current priority.

This project is explained in detail as follows:

- 6.2.1 Project description
- 6.2.2 Main challenges

- 6.2.3 Action taken
- 6.2.4 Main results

6.2.1 Project description

Name of project

Bridging the Gap, Township Inclusive Tourism in Gauteng

Destination

Gauteng, South Africa.

Links

www.gauteng.net

The starting point

Townships have become a leading tourism product in recent years and they are main features in many tour operators' itineraries as 'must see' experiences when visiting South Africa. Capitalizing on the positive impacts of tourism, township tourism is seemingly a way to expand the benefits to these developing communities.

The Gauteng City Region (GCR) is home to fascinating and historically significant townships that have caught the attention of international and domestic tourists alike, like Soweto, whereas other townships are less exposed, resulting in them not actively participating in the tourism industry, although they have the potential to develop.

With the growth in popularity of this form of tourism, it is considered important to incorporate inclusive tourism development and practices into Gauteng townships for the strategic purpose of economic development and inclusive

economic growth. 'Inclusiveness' in the tourism industry is vital as it creates opportunity for economic development, concurrently contributing in social development.

The concept of inclusive tourism aims to ensure that all who participate in tourism should ultimately benefit from it. This includes the unemployed, working class and middle class who have the potential to develop and experience the positive factors of tourism⁵⁴. 'Inclusiveness' is derived from the concept of 'inclusive economic growth', which is incorporated around the role of tourism in poverty reduction; it is closely linked to sustainable tourism approaches that range from pro-poor tourism (PPT), community-based tourism, sustainable tourism and township tourism.

Township tourism is developed in line with the Gauteng Township Economy Revitalization (TER) Strategy, which was introduced with the purpose of creating a foundation for the revitalization of the township economy. Primarily, the strategy seeks to confront the market failures that challenge the sustainable growth of the township economy, and ultimately correct the misallocation of resources within the GCR. The TER aims to contribute to the overall vision of South Africa by 2030, in which the economy sustainably meets the needs of all its citizens⁵⁵.

Brief description

The strategy involves the development of township tourism as a catalyst for economic development and social change⁵⁶.

This form of tourism mainly consists of cultural tours as the primary tourism product. The tours visit different attractions that are linked to the identified cultures, such as traditional restaurants, taverns, local arts and craft centers, historical sites that include museums, memorial parks.

Gauteng has the potential to market townships like Alexandra, Soweto and Sophiatown as a destination that caters to different market segments, especially those interested in language learning and volunteer tourism.⁵⁷

Objectives

It is essential to focus on inclusive development in townships and find ways in which the benefits associated with tourism can be incorporated into those previously disadvantaged communities.

The objective of township tourism is to stimulate inclusiveness in economic development by transforming local cultures into tourism assets

Duration

The Gauteng Township Township Revitalization Strategy (TER) is planned for 2014-2019.

Stakeholders and their roles

Tourism is not an isolated sector, because it is influenced by activities of different sectors, be it trade, investment, health, sports, etc. it is, thus, vital for tourism to leverage on its linkages with other sectors. To secure leveraging platforms, and greater strength and unity in tourism development, these linkages call for formalising strategic partnership. Dealing with stakeholders in tourism involve a complex process, taking into consideration that the tourism sector has different and a vast number of stakeholders. Stakeholders can range from the local community members, national and local government, municipalities, non-governmental organizations (NGOs), local tourism associations, tour operators, business owners, and, of course, the tourist. Each plays an important role in making the tourism product a success, thus it is vital that they are all consulted in decision-making processes.

- *National/Provincial government*: they provide an enabling environment by formulating and facilitating the implementation of relevant strategies, policies and acts.
- *Local government*: ensures implementation of relevant strategies, policies, and acts⁵⁸.
- *Gauteng Tourism Authority (GTA)*: designs programmes in the context of tourism development as guided by the acts and policies, thus works with stakeholders to reach its tourism goals. Accordingly, great emphasis has been placed on the growth and development of township tourism as a way in which economic benefits from tourism can be spread to townships.

GTA's role includes providing integrated communications and marketing services that aid the agency's drive to position the GCR as a leading leisure and business tourism destination in the African region and beyond. In this regard, the GTA serves as a reliable point of contact and disseminator of tourism information and services to key stakeholders.

⁵⁴ Butler, G. and Rogerson, C.M. (2016). Inclusive local tourism development in South Africa: Evidence from Dullstroom. *Local Economy*, 31(1-2) pp. 264-281.

⁵⁵ Additionally, the project is aligned with the Medium-Term Strategic Framework, the National Development Plan and the National Tourism Sector Strategy.

⁵⁶ Booysens, I. (2010). Rethinking Township Tourism: Towards Responsible Tourism Development in South African Townships, *Development Southern Africa*, 27(2), pp. 273-287.

⁵⁷ Correia, M. (2011) Youth tourism in South Africa: The English Language Sector. *Tourism Review International*, 15, pp. 123-134.

⁵⁸ Gauteng Department of Economic Development (2014). *Gauteng Township Economy Revitalization Strategy*.

- *Local community*: there is a need to promote the local pride in areas where there are tourism activities, as the local community is the face of the tourism product and can provide an extra experience. Township residents are encouraged to become brand ambassadors of the township experience and tourism offering, which ultimately benefits all stakeholders.
- *Private sector*: due to the complexity of all stakeholders involved in the sector, networking is considered equally important. Within the sector, there are numerous networking platforms that allow stakeholders to meet in order to avoid potential misunderstandings and miscommunications between local government and the local entrepreneurs, as well as further develop relationships.

6.2.2 Main challenges and how they were addressed

Primarily, there is a lack of research and awareness with townships, development to inform the accuracy of the status of township tourism. The lack of research makes it difficult for interested stakeholders in tourism to determine the possible return on investment. The GTA is marketing products and experiences to change the perceptions of townships and showcase their unforgettable experiences.

The lack of research hinders acceleration in township tourism development. However, the GCR's space and economy is divided along five development. The drive radical economic transformation, decisive spatial transformation and re-industrialisation. Each has distinct industries and comparative advantages:

- The Central Development Corridor is anchored around the City of Johannesburg as the hub of finance, services, ICT and pharmaceutical industries.
- The Eastern Development Corridor is anchored around the economy of the Ekurhuleni Metro as the hub of manufacturing, logistics and transport industries.
- The Northern Development Corridor encompasses Tshwane as the nation's administrative capital city and the hub of the automotive sector, research, development, innovation and the knowledge-based economy.

- The Western Development Corridor includes the economy of the current West Rand District and the creation of new industries in support of green technology and manufacturing, new economic nodes and new cities.
- The Southern Development Corridor encompasses the economy of the Sedibeng district and the creation of new industries to support and develop the agricultural sector, new economic nodes and new cities.

Therefore, by aligning strategic objectives to goals that aim to incorporate the five corridors with various market access activities, this ideally gives local small medium and micro enterprises (SMMEs) the opportunity to have access to the domestic and international tourism sector.

It is through digital marketing, event support, trade and leisure exhibitions that the GTA provides SMMEs with a platform to showcase their products and experiences, ultimately promoting their businesses.

There is a lack of development of township tourism products as mentioned previously, identified through GTA research. Townships are in need of strategies and resources to market their products. Furthermore, the older generations in townships need to be able to transfer their knowledge to the young generations, as all residents need a way to contribute to the pool of shared memories and discover more about the places in which they live.

Financial resources are required to manage potential heritage sites in different areas, as opposed to the large statues and the development houses and precincts. In response to this, most of the challenges are external. The GTA's is of the opinion that local businesses and municipalities should have a continuous shared platform to grow the communicative relationship and prevent misunderstandings.

The GTA continues to create platforms whereby stakeholders have continuous engagement to improve the culture of receiving and hosting visitors⁵⁹.

As mentioned above, creating potential routes that would group together different townships could attract tourists, as well as locally branded establishments, such as Shisanymas, as they are perceived as authentic experiences. It is important to recognize the value of these establishments, which is the reason why the GTA has annual targets to promoting attractions and experiences like that of Shisanymas using social networking, the GTA website, branding material and partnerships with key stakeholders.

⁵⁹ Gauteng Tourism Authority (2015). Gauteng Township Tourism: Hidden Treasures Study, pp. 1-199

6.2.3 Action taken

1. Knowledge

It is understood that tourism can be a catalyst for inclusive economic development if established appropriately. Therefore, in efforts to market township tourism as a offering to tourists, studies have been conducted in efforts to promote and benefit townships across the province.

2. Marketing

Over the years, the GTA has structured marketing and promotional activities around key focus themes, including:

- The GTA has hosted a number of digital marketing campaigns and promoted a number of township attractions and experiences through its digital channels. Media engagements where used as a platform to inspire travel in the Gauteng City Region by working with various media houses like South Africa Tourism, Brand South Africa, Gauteng's five regions and much more. Brand awareness is another key component to communicate and market the destination Gauteng brand;
- Capitalize on Johannesburg's high appeal and entice the traveler with thematic products and experiences beyond the city;
- Joint marketing initiatives and collaborations with similar agencies to promote integrated destination marketing activities;
- Township and urban tourism promotional drives, as cities and urban spaces are becoming identified brands of destination marketing.

Through the GTA's different marketing and promotional activities it strives to empower locally owned businesses, boost job creation and awareness of township tourism attractions.

In terms of community-based tourism, the attractions of townships are marketed and promoted through different platforms:

- GTA's website and travel app host information of different attractions in Gauteng, including township attractions.
- Locally owned SMMEs from the five regional corridors within Gauteng are supported through programmes whereby the selected SMMEs are given access to different tourism platforms. The five regional corridors are Johannesburg, Sedibeng, Ekurhuleni, Tshwane and West

Rand. An example of this is the agency's participation in the Travel and Tourism Indaba hosted annually in Durban. It is Africa's largest travel trade show and the GTA involves selected SMMEs by giving them access to selling their products to the industry at large.

- The events that the GTA supports are assisted both financially and non-financially. When an event is financially supported, a report is submitted after the event, which stipulates how many jobs were created. The job count includes that of youth, women and people with disabilities; however most of these jobs are on a temporary basis.

3. Tourism routes and corridors

It is essential to understand that each township cannot be examined and promoted in the same way due to their status of development in tourism, including their different offerings. Some townships may have less potential than others to develop tourism. In these instances, tourism routes are considered in order to group small tourism offerings together and form one main product and experience⁶⁰.

A study based on the ten high priority township clusters was completed, in which the GTA examined factors such as the townships' tourism product offerings, availability via transportation routes and cultural and historical heritage of each township. Townships that had similar offerings were grouped together - for instance a pre-Apartheid Life route. In efforts to create a heterogenous marketing offer for townships, each township's unique experiences are highlighted: for instance Fietas and Fordsburg host shopping experiences whereas Sophiatown and Soweto host pre- and post-apartheid experiences.

4. Inclusion of local businesses and people in the tourism industry

South Africa is a developing country with many challenges. Township tourism is being sought after as it has grown tremendously in the past few decades, with townships like Soweto being recognized worldwide. It is often regarded as a strategy for local economic development in areas where poverty is present. Therefore, due to the potential growth this form of tourism holds, it is important to make it sustainable for all those involved and for future generations. Currently, only a few individuals and townships benefit from tourism, but the radical transformation goal set in the NDP has a stated aim that the economic benefits should be felt throughout different communities.

⁶⁰ Ivanovic, M. (2009). 'Cultural Tourism', Juta and Company Ltd, South Africa, pp. 340.

In order to resolve the racial gap, the promotion of businesses that have a broad-based black economic empowerment (BBBEE) scorecard has been encouraged, the development of a memorandum that all government departments procure only from BBBEE compliant tourism service providers has been made and programmes installed to develop black entrepreneurs and provide national mentorship programs that train black owned SMMEs in marketing their businesses accordingly have been implemented⁶¹.

The government's support of SMMEs through initiatives such as procurement processes aids the broadening of economic development opportunities. With the assistance of the government, which is the region's biggest employer, the strategy will attempt to ensure that townships become livable and vibrant economic centers.

The GTA supports SMMEs by providing platforms through various activities to show their products and experiences, such platforms include media engagements, digital marketing, event support, trade and leisure exhibitions⁶². By introducing township based businesses to the broader market it forces them to be more industry competitive.

6.2.4 Main results

Townships and urban areas alike are at this time looking to be rejuvenated, this includes urban areas, such as Johannesburg Central Business District (CBD). Clusters are being identified and developed; This is done through grouping similar activities together into one area to attract visitors. Ideally, this is the way forward, as tourism is a sector that does not exist in isolation, but is ultimately support based—for instance no accommodation establishment can exist without other activities like restaurants and entertainment.

In the context of the GCR, a thriving example is the Maboneng Precinct, a Sotho word meaning 'place of light', which is located in the heart of Johannesburg CBD. Regeneration in the inner city has seen the transformation of areas that, for years, were declared no-go zones as a result of urban decay and crime. The name of the precinct fits as the area has fast become a center of creative energy for Johannesburg's urban artists. With a mix of art galleries, retail and studio space on offer, the precinct draws the inner-city public, as well as the chic, art-loving crowd of the city's northern suburbs, bringing life back into the CBD; it is a great area to drive Johannesburg tourism within the local and international tourist market.

Similar to the Maboneng Precinct, another growing tourism attraction is that of Vilakazi Street in Soweto. The street is identified as 'the street of the greats, named after Dr. Benedict Wallet Vilakazi, a distinguished writer and educator who wrote the first poetry book published in Zulu. The street was home to two Nobel Peace Prize Laureates: South Africa's first democratically elected president, the late Nelson Mandela, and Archbishop Emeritus Desmond Tutu. Not far from Vilakazi Street lies the Hector Pieterse Memorial and Museum which represents the struggle fought by the youth for education during the apartheid era. Today, the street is a popular precinct for local and international visitors; thriving business like restaurants have been built along the street such as Sakhumzi, Nambitha, and Vuyos. These businesses are continuing to grow and employ local youth and women. and as a result of their growth and popularity more businesses are being established. The clusters aim to link the private and public sector to increase the value of the products and experiences being marketed; and therefore, by marketing these attractions through GTA's different platforms there will be access to a greater market.

6.3 Mekong Tourism Forum 2017 in Luang Prabang, LAO PDR – an inclusive and experiential concept for small towns

Link:

www.mekongtourism.org/

The exotic allure of emerging markets such as Viet Nam, Cambodia, Myanmar, and Laos continue to woo event planners, but often the question remains: Can these destinations, especially small towns that have never hosted big events, rise to the challenge? Luang Prabang in Laos not only rose to the occasion in June 2017, but also provided a new model for future events.

Hosting the Mekong Tourism Forum (MTF) 2017 under the theme "Prosper with Purpose" was a great win for the UNESCO World Heritage town, but without a convention centre and only a handful of small hotel ballrooms, event planners had to think outside the box. So the organizers—the Lao Ministry of Information, Culture, and Tourism, the Luang Prabang Provincial Information, Culture and Tourism Department, and the Mekong Tourism Coordinating Office (MTCO), supported by the Asian Development Bank (ADB)—

⁶¹ National Department of Tourism. 2012. The South African Tourism Planning Toolkit. Available from: <http://www.tourism.gov.za/AboutNDT/Branches1/Knowledge/Documents/SA%20Tourism%20Planning%20Toolkit%20FINAL.pdf> [Accessed on 05 April 2017].

⁶² Gauteng Tourism Authority (2017). Credo Cultural Village. Available from: <http://www.gauteng.net/search?q=Credo+Mutwa+Cultural+Village> [Accessed on 18 April 2017].



decided to make the entire destination the venue, and invited local travel operators to host 90-minute “breakthrough” sessions. The breakthrough sessions took place in the afternoons; after the Forum’s opening ceremonies, keynote speeches, and keynote panel discussions in the mornings, followed by networking lunches, which were spread around local restaurants around the UNESCO heritage town. Organizing lunches at local restaurants instead of a big catered lunch not only made the experience more inclusive and experiential, but also reduced food waste.

“The annual forum is the Greater Mekong Subregion’s (GMS’) premier multi-stakeholder travel & tourism industry event so it is appropriate that multiple stakeholders from the host town help to plan and host the event”, explains Steven Schipani, Senior Portfolio Management Specialist with the Asian Development Bank (ADB). “This approach is a good model that other towns without big conference facilities could adapt to become more competitive in the meetings and events segment.”

According to Mekong Tourism Coordinating Office Executive Director Jens Thraenhardt, “it was a very exciting time to introduce a different event concept at this year’s Mekong Tourism Forum (MTF 2017), which aimed to be highly inclusive and experiential, integrating many local businesses to play host for MTF sessions and activities. Traditionally, industry conferences, including the Mekong Tourism Forum, are held in one venue and people are constrained to being only in one

conference venue for the period of the event. But this year, with over 20 venues, not counting the local restaurants for lunch and the post tour operators, delegates get to experience a variety of tourism products. Meaning the travel businesses of Luang Prabang have come together to build a consortia to co-host the 2017 Mekong Tourism Forum together. As we have tried to match topics with venues, delegates will have the opportunity to experience the destination while discussing river cruising on a river boat, food tourism in a restaurant, sustainable tourism on a rice field, ecotourism in a botanical garden, heritage tourism in a traditional arts center, talent development in a hospitality training center, and women-led enterprises in a women-led social enterprise – making for more engaging and relevant discussions,” he explains.

To further engage delegates with the sustainability message, another special feature was the introduction of the Refill Not Landfill Campaign to Luang Prabang. Every delegate received a durable and refillable water bottle, with all MTF 2017 session venues and official hotels doubling as official refill stations. Supported by the German development agency GIZ, the Mekong Tourism Coordinating Office, and UNWTO Affiliate Member Chameleon Strategies, the program saved an estimated 5,000 single-use plastic bottles during the event. Plastic straws were banned from evening events, such as the Mekong Food Festival, and replaced by sustainable bamboo straws produced by Luang Prabang based Bamboo Lao.

Keynote speaker Ms. Anna Pollock, UK-based founder of



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Conscious.travel said ‘It was both an honor and delight to participate in the 2017 Mekong Tourism Forum, one of the best tourism conferences I have ever attended, setting a new standard in conference delivery. The ‘distributed, inclusive’ model maximized exposure to the talent in both the host and delegate communities, and was a brave, novel and constructive initiative, of benefit to many. Combined with the online platform developed for Mekong Tourism, the forum has set a new standard for destination management organizations to follow!’ The large hall in the Central Bank Building served as the venue for morning plenary sessions and the welcome gala dinner in the evening, where delegates witnessed the announcement of the unique collaborative social commerce marketing and capacity building platform MekongMoments.com. A fleet of minivans ferried delegates and speakers to lunch in local restaurants and then to breakout sessions held across town—in hotels, restaurants, heritage craft centre, botanical garden, rice farm, golf club, silk weaving centre, hotel training school, and even on boats that cruised along the Mekong River during sessions. Participants were then transferred to dinner venues and later, back to 15 official hotels.

MTCO executive director, Jens Thraenhardt, says they took a risk experimenting with a new MICE model for smaller towns without big hotels or dedicated conference facilities. Planning was more focused and intense than with most regional meetings because the concept was new to the Luang Prabang travel industry.

Bangkok-based MTCO staff of two made multiple trips to Luang Prabang. First, they visited potential session venues and met travel operators, then later conducted detailed planning with selected venues on how to stage their sessions. They also held planning meetings with government departments and local stakeholders, including the chamber of commerce. The goal was to enable a maximum number of smaller operators to participate, get value and be part of the hosting community.

Dr. Soudaphone Khomthavong, Deputy Director of Information, Culture, and Tourism of Luang Prabang province, says: “MTF 2017 was designed to be an inclusive conference and showcase small and medium enterprises. Almost 400 participants registered – nearly double than expected, which showed us that the new concept resonated with local operators and the regional and international tourism industry alike.”

Themed ‘Prosper with Purpose’, MTF 2017 focused on sustainability and engagement. Beyond keynote speeches and panel discussions, tourism professionals from Mekong member countries made both passionate and entertaining pitches on the threats and opportunities to drive responsible tourism development in the region, from child protection and community-based tourism to heritage preservation and storytelling.

“The theme “Prosper with Purpose”, aligned to the United Nations International Year of Sustainable Tourism for Development, is very relevant in a time when tourism is growing,

but concerns of over-tourism, and sustainable practices are becoming more important”, says Mr. Thaviphet Oula, Deputy Director General of the Ministry of Information, Culture, and Tourism of Lao PDR, when asked about the relevance of the event to the industry.

Breakthrough session topics were aligned to the theme “Prosper with Purpose”, a critical component of the future of responsible tourism development in the Mekong region, included experiential tourism, food tourism, adventure tourism, marketing, hotel investment, aviation, river cruises, heritage tourism, ecotourism and wildlife, human capital development, promoting women-led enterprises, child protection, community-based tourism, and clean-green cities. The sessions aimed also to engage the industry and discuss opportunities and challenges aligned to the framework of the new Mekong Tourism Sector Strategy 2016-2025. MTF 2017 wanted to even go a step further and created Mekong Tourism Expert Groups on the various subject matters to continue the discussion beyond MTF 2017.

Ms. Duanratchada Chimpalee, venue host and Director of Sales & Marketing at Mekong Cruises said: “Being able to discuss the issues of river-based tourism right on a river cruise boat on the Mekong River, made the debate not only so much more relevant and engaging, but also offered delegates the opportunity to experience tourism products away from the traditional meeting room. We were very pleased to be part of the MTF 2017 hosting community. This new and innovative approach may open up future opportunities for collaboration among the travel industry in Luang Prabang.”

For variety and to solve the catering challenge, the closing food festival dinner was held in the garden of Grand Hotel Luang Prabang, where several hotels and restaurants collaborated to stage hawker stalls dishing out typical Lao cuisine, washed down by free-flowing Beer Lao, wine and local concoctions.

With sixteen session venues, eight local restaurants as lunch venues, ten post tour operators, fifteen official hotels, and almost twenty companies catering the closing food festival dinner, over 50 local travel operators were actively involved in hosting the 2017 Mekong Tourism Forum.

“MTF 2017 in Luang Prabang demonstrated that by making the destination the venue, and having delegates spread out to experience various tourism products, matched with topical sessions, true engagement can be achieved. This event was truly an event by the industry for the industry”, summarized Jens Thraenhart, Executive Director of the Mekong Tourism Coordinating Office (MTCO).

Peter Richards, International Trade Centre responsible tourism specialist, sums up the challenges and results: “While complex from a logistics standpoint, the organizers’ efforts paid off

to create one of the most inclusive and experiential tourism conferences yet by making the destination the venue. This is a new benchmark for inclusive conferences.” At the 2018 Mekong Tourism Forum in Nakhon Phanom, Thailand, the concept was taken to another level by hosting themed strategy workshops, including organic tourism, gastronomy tourism, adventure tourism, religious tourism, festival tourism, wellness tourism, eco tourism, and heritage tourism. In eight different ethnic villages in an effort to partner with local villagers to maximise tourism opportunities, as part of the MTF 2018 theme “Transforming Travel - Transforming Lives”. MTF delegates of each workshop were greeted with traditional food and welcoming ceremonies from village residents. This experience was meant to inspire creative tourism ideas that highlight and respect the rich culture of these rural villages. H.E. Itthiphol Kunplom, Vice Minister of Tourism & Sports of Thailand said: “Nakhon Phanom in Northeastern Thailand bordering to Laos fitted particularly well into a cultural ethnic experience. We believe that tourism can be an important catalyst in changing people’s lives for the better through mutual understanding. Organising workshops in ethnic villages surrounding the city of Nakhon Phanom was an idea focused on bringing delegates to areas where tradition still shapes people’s daily life.” Encouraged by the success of the idea, Thraenhart added: “We started breaking down barriers to create a truly immersive experience. Having villagers as part of the discussion in addition to being the true hosts provided a shared respect and understanding.”

The Mekong Innovative Start-up Tourism Accelerator Program (MIST) was also featured at the Forum. MIST, which stands for Mekong Innovative Startups in Tourism, conceptualized in December 2016 as a joint initiative between the Mekong Tourism Coordinating Office and the Asian Development Bank financed Mekong Business Initiative with funding from the Government of Australia, is a unique tourism startup accelerator, offering early-stage startups from Cambodia, Lao PDR, Myanmar and Viet Nam access to publicity, investment, mentors, and direct connection to the tourism ecosystem. It also includes a Market Access Program for mature startups based anywhere in the world that want MIST’s assistance localizing proven tourism products and solutions into the Greater Mekong Subregion. During the final investor showcase, twenty-four passionate, innovate tourism startups out of over 250 applications, pitched to investors and tourism industry leaders. Myanmar’s GoP, a travel search startup, won Best in Show.

“MIST is globally unique in connecting promising startups with the travel and tourism industry in the Greater Mekong Subregion via a pitch competition and accelerator program. I personally believe that it is critically important for us to embrace innovation and integrate new startups into the tourism ecosystem by embracing passionate young entrepreneurs”, said Jens Thraenhart, executive director of the Mekong Tourism Coordinating Office and organizer of the Mekong Tourism Forum.

Dominic Mellor, senior ADB economist and head of the MBI, said, “Tourism is one vertical – along with agribusiness, financial, environmental, and smart city technology solutions – where the Mekong Business Initiative believes that entrepreneurs can have an outsized impact on the region’s economies. We believe that MIST has found some of the best and brightest tourism industry entrepreneurs, and we hope that the grant money they have received, the networks they have built, and the knowledge they have received through MIST will accelerate not only their own businesses but the Greater Mekong Subregion’s economies as well.”

6.4 VisitScotland: The ScotSpirit Breaks

Links:

www.visitscotland.com/

VisitScotland, the national tourism organization, and The Family Holiday Association, a registered charity, partnered in 2016 and again in 2017 on an inclusive tourism project aimed at providing vulnerable and disadvantaged families in Scotland with a short break or day out in their own country. The project was named the ScotSpirit Breaks, because this reflects the warm and generous spirit of the many partners from the Scottish tourism industry who made it possible by donating accommodation, transport and visitor attraction access.

All of the families involved in receiving a short break or day out are on low income and many of them face some of the toughest challenges life can bring, whether poverty, disability, illness, mental health, domestic violence, caring responsibilities or other circumstances that have made participation in tourism difficult or impossible. Many of the families had never had a break together before – in the 2016 pilot project, 68% of the families who experienced a weekend break had never had the opportunity to do so before.

Partnership has been key to the success of the ScotSpirit project, which in just two short years has helped over 650 families on low income – over 2,500 people – participate in tourism.

VisitScotland secured the generous support of 39 partners from across the tourism industry in 2016 (rising to 88 partners in 2017) – mostly businesses from the accommodation, transport and visitor attraction sectors, but also other public bodies. Their generous donations were then packaged up by The Family Holiday Association and the breaks made available to families referred from a wide range of family-related charities and social welfare professionals across Scotland.

This collaboration enabled 254 struggling families (979 people, including 555 children) to enjoy a much-needed break in 2016; and over 400 families (1,600+ people) in 2017.

In total, 83 other Scottish charities and social welfare professionals successfully applied to the Family Holiday Association for ScotSpirit Breaks in 2017 (increasing from 61 in 2016), thus supporting a wide range of family related charities and organizations across Scotland and the many families that they work so hard to help.

As many academic studies and social tourism programmes across Europe have shown, a simple break from a stressful situation can enable the most vulnerable in society to cope with challenging circumstances, help strengthen family bonds, build confidence and develop a new sense of optimism. In addition to supporting social inclusion, increasing the number of people with access to short breaks also has the potential to support tourism businesses around the year, thus helping with local employment levels and destination development.

With such a range of potential positive benefits in mind, VisitScotland launched the ScotSpirit Breaks in 2016, keen to explore how the tourism sector can contribute to social inclusion.

So how did it work? VisitScotland, as the national tourism organization, used its profile and reach across the tourism industry to communicate the need for a more inclusive industry, the importance of holidays for everyone in society, and the potential that social tourism of this kind holds – not just for the wellbeing of those excluded from tourism, but for the tourism industry itself. VisitScotland invited support from a range of public and private sector partners – mostly businesses who kindly donated accommodation, transport and visitor attraction experiences.

It was then the responsibility of VisitScotland’s charity partner, The Family Holiday Association, to package and distribute the donated breaks and days out to families in need across Scotland. How this element works is that dozens of other family-related charities and organizations – such as social work departments, schools or health professionals – then applied to the Family Holiday Association for one of the short breaks, thereby helping a whole range of low-income families with different needs – people who would not otherwise have the opportunity to take even a short break.

The breaks took place between April and October 2016, then again between July and October 2017, in locations all over Scotland, urban and rural.

The project delivered a successful first year, helping 254 families and with 39 industry partners donating product.



2017 built on this success, doubling the number of donating partners to 88 and helping 420 families so far. A summary of the scale and growth of the project between 2016 and 2017 so far can be found below.

The impact of the ScotSpirit Breaks as a tool for social inclusion in tourism was evaluated by two surveys: one focusing on the families who had experienced the breaks; and the other focusing on the businesses and organizations that had donated the product.

Results from the ScotSpirit Breaks 2016 are summarized below. First, the feedback from the families who received a short break:

- 68% of those receiving a short breaking had never had a break together before.
- 90% of the families were able to cope better after the break.
- 97% visited a new part of Scotland for the first time.
- 81% got on better as a family.

- 93% felt more confident to try more breaks in the future.

- 88% felt more optimistic about the future.

- 100% had fun and were able to create happy memories. It was also important to gauge the attitudes, experience and views of the businesses and organizations that made the breaks possible (by providing accommodation, transport or visitor experiences). The results below from 2016 indicated a real potential to develop and grow this kind of inclusive tourism in Scotland – a potential now demonstrated by the increased number of participating partners and families supported in 2017:

- 94% of businesses and organizations supported the project because they agreed it was for a good cause.
- 88% said that staff was proud of their company for participating.
- 77% said the breaks can be good for business and business reputation.
- 59% said the breaks supported existing CSR policy.

	2016	2017
Number of families receiving a break	254	420
Number of people in total receiving a break	979	1, 626
Number of industry partners providing support	39	88
Number of charities and other community organisations successfully applying for breaks on behalf of the families they support	61	83



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- 95% said they would support the breaks again and recommend participation to other businesses.

In addition to this, the project was successful in raising the profile of social tourism with a range of stakeholders across Scotland, including the tourism industry, government, politicians and the media. The 2016 and 2017 results received considerable positive media coverage, with features on BBC Scotland TV news, for example.

Involving government colleagues also helped. The success of the ScotSpirit Breaks 2016 led the Scottish Government's Cabinet Secretary for Culture, Tourism & External Affairs to hold a debate on Inclusive Tourism in the Scottish Parliament in April 2017. This further raised the profile, importance and positive impact of inclusive tourism, with politicians of all parties commending the project and voicing support for further inclusive tourism work.

2018 will see the delivery of the ScotSpirit Breaks once again, operating in the same model as before. The key objective is enabling even more struggling families to get a much needed break.

2018 is the national Year of Young People in Scotland. The year is about creating opportunities for young people to shine and so presents an excellent opportunity for VisitScotland and its partners to deliver further work and profile on inclusive tourism. The themed year is being led by the Scottish Government, with VisitScotland leading on the tourism objectives below:

-

Social inclusion – working with partners to ensure that Scotland is an inclusive destination where holidays can be enjoyed by all.

- Collaboration – encouraging the tourism industry to work together in support of young people.
- Participation – inspiring young people and families with children to engage with the activities and experiences Scottish tourism has to offer.

VisitScotland will focus on and support each of these objectives through a programme of activity that will include:

- The ScotSpirit breaks 2018 – working again with industry to provide even more families with short breaks and days out across Scotland.
- Capturing the stories – inspired by VisitFlanders, we agree it is important and effective to capture what a holiday means for everyone involved in social tourism – the families, the businesses donating breaks, the charities involved – and to communicate this to stakeholders to generate even more understanding of and participation in socially inclusive tourism.
- Case studies – VisitScotland will also commission case studies to capture more fully the impact of a short break on families who rarely, if ever, get to participate in tourism.
- Partnership with social tourism partners internationally – we will continue to work with and learn best practice from partners such as VisitFlanders, and with members of organizations such as the International Social Tourism Organisation, the UNWTO Affiliate Members Programme,



and the Network of European Regions for Sustainable and Competitive Tourism.

- Stakeholder engagement - we will deliver a programme of activity to raise further awareness of the importance of social tourism, the need for it, its benefits for those involved and its contribution to a more sustainable and inclusive Scotland. This will include communication with political institutions, the media, public, charities and the tourism industry.

This case study, a partnership between VisitScotland, The Family Holiday Association and the tourism industry, represents an impactful collaboration between the public, third and private sectors to improve social inclusion in Scottish tourism.

Although at an early stage in exploring the potential of the tourism industry to contribute to social inclusion in Scotland, the ScotSpirit Breaks have demonstrated considerable impact on the lives of over 2,500 people on low income - projected to rise to 4,000 people by the end of 2018 - enabling many to participate in tourism for the first time and enjoy a range of positive impacts on their wellbeing – not least, the simple but profound opportunity to create happy family memories.

Everyone involved in the ScotSpirit Breaks – from VisitScotland to the businesses and organizations that have so generously

supported it – is part of a mission to help families see, experience and learn more about their own country. Its success is not just in what it has delivered, but in the ongoing potential it has created for a more inclusive Scotland.

6.5 CENFOTUR: Education as a tool of social inclusion in tourism

In the last ten years, the Peruvian government has been promoting policies and strategies for the country to implement programs and projects linked to social inclusion development in order to improve the quality of life of the impoverished part of the population as a priority policy.

Therefore, social inclusion is a strategy that involves all economic sectors of the country and the importance of this issue has led to the creation of a Ministry of Development and Social Inclusion, whose aim is improving life quality of the population in poverty as well as promote the exercise of their rights, access to opportunities and the development of their own capacities (MIDIS, 2016). To this end, this Ministry coordinates with several public and private entities as well as civil society, encouraging social programs to achieve their goals.

In this sense, the Ministry of Foreign Trade and Tourism has been executing social inclusion actions through the development of social tourism whose aim is promoting and facilitating tourism access for low-income citizens with the purpose of improving their quality of life, making the most



of their free time, appreciating their culture, and promoting national identity as well as preserving the environment (MINCETUR, 2016).

In accordance with the country's vision and the State's aims on this issue, several institutions have been working to ensure that the entire population has access to different basic services such as healthcare and education. In the educational case, the Ministry of Education, through the Program of National Scholarship and Educational Loan (PRONABEC), is in charge of designing, implementing and managing national and international scholarship programs with the purpose of strengthening the human capital and meeting the needs of access, continuity and completion to different educational modalities which ranges from technical productive to higher education, found especially in talented young people who are in social vulnerability. In this sense, CENFOTUR has been selected as an eligible institution, as well as other educational institutes and universities that are dedicated to offering a career in tourism for young people with limited resources, but with human potential.

Focusing on the work experience, CENFOTUR has 40 years of experience in Peru and is the institution responsible for providing technical training and improvement to the human capital linked to tourism with the purpose of raising the country's tourism competitiveness.

CENFOTUR, together with PRONABEC, began working closely from 2015 to 2017 through the programme "Beca18" which has trained 847 students in the center located in Lima and CENFOTUR subsidiaries in Cusco and Chiclayo. It has also given support in 19 regions such as Amazonas, Áncash, Apurímac, Ayacucho, Cajamarca, Callao, Cusco, Huancavelica, Huánuco, Junín, La Libertad, Lambayeque, Lima, Loreto, Madre de Dios, Pasco, Piura, Puno, San Martín and Ucayali. These regions belong to Andean zones and native Amazonian communities.

This work experience is based on focusing, evaluating and selecting young people -between 18 and 23 years old- from different regions, who have skills and a service attitude, in order to be given a vocational technical education which allows them to enter the labor market, thus improving their standard of their living as well as promoting the development of their regions.

Once the young people have access to their scholarship for professional careers such as Tourism Management, Hotel Management, Official Tour Guide and Peruvian Cuisine, the training competence-oriented process begins. This process considers the competences as "processes of complex performance showing aptitude in certain context, based on responsibility"⁶³. It also takes into account the importance of getting people to be capable of solving problems and achieving goals, respecting the social and cultural context in which they operate. Besides it considers the importance

of three “knowledges”: “knowing” with a solid theoretical base, “knowing how to act” efficiently with ethical quality, and “knowing how to interact” with tolerance and respect. It encourages students to be creative and innovative, allowing them to succeed personally and professionally.

It promotes the development of the student’s cognitive abilities (perceptive, discriminative, deductive and critical), as well as their general competence for employability, through formative experiences in real work situations (internship)⁶⁴, which will benefit their future labor performance, and consequently their immersion in the productive world under ideal conditions. Likewise, this training proposal by CENFOTUR allows for an academic transition throughout different training levels offered.

A vital aspect of this experience is the tutorial accompaniment provided by CENFOTUR to young people from different regional contexts. There are aspects to be taken into account for initial profiles, such as the educational level they possess (inequality in school education) which seems to be deficient and their adaptation process too. In this sense, through the Strategic Plan of Tutorial Accompaniment, a personal accompaniment to young people is monitored applying guidance and counseling strategies that complement regular academic activities. Therefore, the quality of the training process is raised by providing a socio-emotional support during their higher education process.

The purpose of this process is to:

- Establish educational guidelines that allow students to strengthen and level their academic capabilities to achieve favorable results in their evaluations relative to their professional and / or technical career.
- Monitor students permanently in order to identify risk factors which might hinder the development of their academic training.
- Establish intervention and prevention mechanisms that complement students’ academic training, so that we could contribute to their personal and professional development.
- Plan strategies that allow for support in the insertion and socialization process in the development of their professional training, taking into account that students come from remote rural areas in Peru and they need to undergo an adaptation process.

- Finally, plan strategies to support the insertion and/or link process with the productive sector in their vocational training development.

All the work experience allows for the development and recording of evidences such as:

- Low-income people from different regions who can access, maintain and complete vocational training in the tourism sector.
- Empower and identify future leaders that promote local-territorial development of the regions.
- Raise the quality level of service in potential tourist areas through the training of qualified professionals.
- Develop competences and abilities in young people with limited resources so that they can start business, develop economic improvement and support their families.

Finally, all those policies of social inclusion must be permanent and continuous in order to bring education closer to vulnerable sectors, in order to reduce sustainably the exclusion gaps, so that these people become engines of change in their places, where in many cases tourism represents the only subsistence source and economic activity of their inhabitants.

6.6 Chemonics: Innovating the future of work for youth in Jordan

The future of work for youth in developing countries across the world is contextual and multi-faceted. At the Dead Sea in Jordan, there continues to be a wealth of opportunity for youth to engage in the growing tourism sector. Jordan is developing innovative solutions to preparing youth for workforce demands by creating partnerships with both local and international organizations.

In Jordan, the communities in the Jordan Valley are some of the most vulnerable in the country, despite their proximity to the Dead Sea tourism zone, a highly-coveted tourist destination. In the next four years, the tourism market surrounding the Dead Sea will generate a demand for 6,000 new jobs. However, unemployed youth in the Jordan Valley lack the basic hospitality skills, as well as Arabic and English language skills, necessary for employment at major hotels

⁶³ Tobón and García Fraile (2006:100)

⁶⁴ The internship consist of three levels: The beginning internship is addressed to students who completes the cycle 2 of the career and has to perform 80-work hours. The final or professional internship is addressed to students who complete the cycle 6 of the career and has to get 720-real work hours.

and resorts in the area. The USAID Building Growth through Economic Sustainability (BEST) project uses a scaled model of hospitality training — a “learning through practice” program — that builds the foundation for unemployed youth from the Jordan Valley to enter the workforce with skills that are transferable to the global hospitality industry. The project also partners with the InterContinental Hotels Group (IHG) to actively target young women and men in the Jordan Valley as potential trainees. The industry-based training and certification initiative is coupled with tourism awareness training programs for women in Jordan Valley communities, teaching them how to deliver the message on career and job opportunities in tourism. This paper explores how USAID BEST is responding to local needs and opportunities to prepare youth for the “future of work.”

Tourism in Jordan has reached the point of becoming one of the major income sources to the country. Tourism contributes approximately JD2.871 billion yearly to Jordan's economy and accounts for approximately 13 percent of the country's gross domestic product.

The Jordan Valley and Dead Sea Zone is one of the main tourist destinations in Jordan. The area is renowned for its tourist attractions, including historical and religious sites such as the Dead Sea, Jordan River, and the Baptism site. The Jordan Valley extends 370 kilometers from north to south and is divided into several distinct geographic sub-regions. The estimated population is approximately 605,000 people. Apart from tourism, major sources of employment are in agriculture and horticulture.

The tourism industry is one of Jordan's largest employers with an estimated 50,057 people in direct employment. It is projected that an additional 22,200 tourism jobs will be created Kingdom-wide within the next four years. In the Dead Sea Zone, there are nine international hotel resorts, restaurants, a shopping mall, and a conference center, offering direct employment jobs to 3,200 employees. Projected hotel openings will add 1,809 hotel bedrooms to the current stock by 2020, in addition to the development of conference centers, restaurants, wellness centers, entertainment complexes, and a shopping mall. The demand for trained and professional employees in the Dead Sea Zone tourism sector is projected to grow by 6,000 within the next four years.

Current tourism development in Jordan highlights the need for an increase in the supply of front line operations employees with skills-based experience. There is a serious shortage of skilled front line professional employees in the tourism sector. The formal government vocational training institutions in tourism cannot bridge the rapidly expanding gap between demand and supply trainer workers. Therefore,

the private sector has sought solutions to bridging the shortage gap by establishing industry-based training centers or academies.

The Pathways Hospitality Training Academy (PHTA) addresses this issue by offering young men and women the opportunity to learn new skills and knowledge while progressing along a career track that leads to national recognition. The Academy model aims to provide youth with skills for employment opportunities, and also creates a sustainable talent pipeline for the Academy hosts.

The PHTA model is an industry-based professional training and development model based on the Pathways to Professionalism framework that incorporates professional standards, learning materials, on-the-job training, mentoring, and certification.

With a unique focus on work-based training, PHTA offers a valuable learning experience that allows trainees (learners) to put their training directly in to practice.

The model structure consists of the training delivered by approved Academy coordinators and departmental trainers with a PHTA committee overseeing all elements to ensure that trainees are on track to achieve certification. While the model has a detailed management structure, it does not place unrealistic demands on employers. The PHTA generates benefits for learners and employers. Employers are empowered to develop competent, qualified, and confident learners. Over time, an effective Pathways to Professionalism scheme will change how training is approached and managed within the hospitality sector in Jordan.

For overall quality assurance of the Pathways to Professionalism scheme, a series of actions and tasks must be addressed within each of the 10 steps outlined in the framework.

The PHTA Academy model is a three pillar and 10 step framework, incorporating guidelines and responsibilities for the Academy's Advisory Committee (Pillar 1), Academy Management (Pillar 2), and Assessment and Certification (Pillar 3).

Learners attend 12 months (48 weeks) of professional training at the IHG Pathways Hospitality Training Academy in food and beverage service, food production, and housekeeping. Learners rotate through the hotel departments of kitchen, restaurants, and housekeeping to build their knowledge and skills of working in a hotel. Learners are required to participate in training for 30 hours per week. Learners also attend module classes in:

- Safe food handling and hygiene



- Safety in the work place
- Food production
- Food and beverage service
- Housekeeping
- Hospitality & guest courtesy
- English language (basic hotel language)
- Life skills for work and career

Department supervisors are required to complete a job competency portfolio, which allows the Learner to proceed to assessment. Once the learners have successfully completed the 48 week program, they are certified as “Pathways to Professionalism Learner - Level I” — a distinction that will

allow them to obtain full time employment within the Dead Sea Zone hotels. They then progress to Pathways Level II and Level III, within local approved hotels and resorts.

The model prototype Academy was established and piloted in the Dead Sea Zone, Jordan Valley. This IHG Pathways Hospitality Training Academy was planned, designed, and commissioned with funding from the IHG Crowne Plaza Hotel and Resort, and the Holiday Inn Resort. The Academy launched with 50 trainees from the Jordan Valley local communities.

Funding for the Academy was also sourced from IHG and Amman Chamber of Commerce. Other support came from the Jordanian Hashemite Fund for Human Development and the USAID BEST project. This support helped design the Academy model, develop the curriculum with pedagogical materials and learning resources, and provide resources

Pillar 1 PHTA Advisory Committee	Pillar 2 Academy Management	Pillar 3 Assessment and Certification
Approve hosting hotels. Publish guidelines for the selection of learners. Approve professional standards.	Comply with guidelines for hosts Prepare training plan and competence portfolio for learners. Appoint approved Coordinator, Trainers and Examiners. Verify and validate the results via PHTA Committee.	Learners to take tests Competence level is endorsed Learner is awarded a 'Certificate of Professional Competence' by VTC



for a learning laboratory. The hosting hotel designated fully equipped classrooms/training rooms for the Academy. Practical training takes place in actual bedrooms, kitchens, and restaurants.

Local partners supporting the establishment of the IHG Hospitality Training Academy include:

- Princess Basma Center in Al Jofeh: This center provides the local community with a wide range of social and economic development services, with an emphasis on women.
- Amman Chamber of Commerce: With over 40 thousand registered members, the Amman Chamber of Commerce is one of the major organizations representing the private sector in Jordan. It plays a fundamental role in sustaining economic and social achievements in Jordan.
- Jordanian Hashemite Fund for Human Development (JOHUD): JOHUD is a major non-profit, non-governmental organization. Its aim is to empower communities through an integrated grassroots approach which promotes equitable, rights-based human development.
- Ghour Al-Mazra'a Local Jordan Valley Community Society
- Jordan Valley Ta'asheera for Humanitarian Development Group

To attract trainees to the Academy, an awareness campaign is executed in the local communities. The objectives of the awareness campaign are to attract male and female students to the Academy, highlight the importance of tourism to the local community, reduce employee turnover at hotels, and increase the role of the local community in tourism sector development. To implement the campaign, local female community leaders are recruited to be the ambassadors in the communities. The selected women undergo a training program, which includes training workshops and familiarization visits to the local hotels. The training workshop was developed in partnership with Jordanian Hashemite Fund for Human Development (JOHUD) and Ghour Al-Mazraa Association. The aim is to train the community leaders from Ghour Al-Mazraa and South Shouneh to be empowered to spread tourism awareness key messages to students and unemployed youth. Upon completion of the training program, the local leaders reach out to local communities to promote career opportunities at the Academy. The outreach sessions normally target youth of high school age, with a particular emphasis on promoting opportunities for females. In addition, awareness programs are conducted for parents and reinforced with familiarization visits to selected hotels in the Dead Sea Zone.

A program at the PHTA not only provides young men and women with professional skills for jobs in tourism, but also develops their social skills. Since some young people have not had the chance to build relationships at school with



others, such as teachers or students, a program at the Academy helps them build relationships and experience social interactions with different groups, genders, and ages. This is essential in the Jordan Valley because local cultures are strictly conservative when it comes to mixing social groups. In the long-term, joining the Academy will help build a more flexible community where people will pay less attention to this social obstacle and more attention to the numerous benefits a career in tourism offers.

Building on completion of the Pathways Entry Level I program, successful learners can progress to qualify as Semi-Skilled Professional (Level II) and a Skilled Professional (Level III). Upon completion of each level of training, the employees can also apply for the National Council for Accreditation and Quality Assurance (CAQA) professional license.

6.7 Korea Tourism Organization: Tour Dure – a Local Tourism Revitalization Project Led by Residents

Many tourism policy projects had been focused on increasing the number of visitors through government led local tourism development and construction. It was generally expected that more visitors would lead to more local consumption, which led to the revitalization of the local economy. But, an increased number of visitors does not necessarily mean a

more vibrant local economy. To gain practical economic benefits, such as new job growth and greater incomes, tourism related businesses need to be created along with increases in the number of visitors. The Charter for Sustainable Tourism, which was adopted in Lanzarote, Spain, in April 1995, had stressed local communities as the key element in promoting local tourism. Accordingly, in 2013 the Korean government shifted its local tourism policy paradigm to “business creation”, launching the Tour Dure (“dure” refers to Korea’s traditional community culture) project with the aim of realizing sustainable tourism. As of October 2017, 190 community businesses are in operation in 40 municipal-level administrative divisions, and about 1,400 residents are participating in relevant businesses.

The Tour Dure project is intended to help local communities voluntarily and collaboratively engage in sustainable tourism businesses such as accommodations, food and beverages, souvenirs and travel arrangements. The project is one of the solutions that Korea has created for the development of sustainable tourism. It is characterized by combining businesses with local communities, whereby local communities run tourism businesses so that visitor consumption circulates within the local areas and thereby promotes the local economy. In previous government-led tourism projects, the government made the decisions and experts planned out the details, while local residents were mobilized and asked to join as participants. As a result, projects often failed to allow residents to stand on their own



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feet once the government's financial support was no longer available.

The Tour Dure project was designed to overcome such limitations. It expects residents to not just be members of the community but to also act as self-motivated active members working collaboratively without reliance on local or national governments. A local Tour Dure project is basically carried out for three years. In the first year, local communities are explored and business plans are established. In the second year, the project helps enhance capabilities of various community businesses and supports pilot initiatives to ensure the success of startups or improve management of businesses. In the third year, the project assists community businesses to collaborate with one another to build a Tour Dure ecosystem and create a foundation for stable growth. The most notable feature of the Tour Dure is the system of Tour Dure producers, usually called Tour Dure PDs. As the general supervisor of a local Tour Dure project, a Tour Dure PD is involved in the whole process from identifying and organizing community businesses to providing support for startups and managerial improvement. Tour Dure PDs are the planners and activists who serve as mediators between project organizers and residents, local governments and residents, customers and residents, as well as among the residents. The relentless efforts of local residents and PDs in promoting local tourism have yielded much fruit. As of February 2017, community awareness scores improved (82.8 points) due to the Tour Dure project. Among 86 unorganized community businesses, 24 were incorporated;

46 community businesses developed 55 products; and 52 community businesses produced stable monthly sales (14.93 million KRW on average) and they hired five employees on average in efforts to enhance their own competitiveness and growth.

Focusing on tourism business creation, the Tour Dure project will continue to provide support for capacity building and the execution of pilot initiatives to help local communities become fully capable of running their own businesses. The project will help people have greater experiences and confidence in business operation, which will lead to new jobs and incomes in local areas.

6.8 World initiatives in line with inclusive tourism destinations

Below is a collection of initiatives from all around the world that are in line with the inclusive tourism destination approach explained in this document.

The ten main projects are:

1. Tourism Indigenous Employment Champions Network, Queensland, Australia
2. Indy Guide, Kazakhstan, Kyrgyzstan, Mongolia, Tajikistan,



Turkmenistan and Uzbekistan

3. The Indonesian Agro Tourism Association (AWAI), Nglanggeran village, Yogyakarta, Indonesia, Asia
4. Dourotur, Douro, Portugal
5. Kara-Tunga and Karamoja Tourism Development, Uganda, Africa
6. Egbok Mission, Cambodia
7. Hashoo Foundation, Pakistan
8. Napo Wildlife Centre, Ecuador
9. People to People Tourism, Kenya
10. Promotion of culture and tourism for local development in Ruta Lenca, Honduras

6.8.1 Tourism Indigenous Employment Champions Network, Queensland, Australia

The Tourism Indigenous Employment Champions Network is a group of industry leaders who collaborate to encourage and support tourism operators to facilitate Indigenous employment in the state of Queensland, Australia. The

project is the first of its kind in Australia and aims to increase operators' awareness of how to recruit and retain participation of Indigenous Australians within the mainstream tourism industry.

An ongoing commitment to Indigenous engagement and participation in the tourism industry reflects sustainable tourism for development objectives by the Queensland Tourism Industry Council, the peak industry body for tourism in Queensland.

The QTIC Indigenous Tourism Employment Champions Network is committed to supporting 1,000 Indigenous staff into the tourism industry by 2020, and will provide support to 20 Indigenous tourism businesses by 2020.

QTIC also host an annual Indigenous Employment Forum which provides an opportunity for policy makers, employers, business managers and tourism operators hear success stories of Indigenous recruitment, employment, retention and mentoring strategies within small and larger organizations.

Alignment with inclusive tourism destinations

- Implication of the tourism industry
- Creation of inclusion opportunities for disadvantaged individuals (indigenous) across the tourism value chain



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- Support of tourism businesses run by indigenous peoples
- Product development based on identity attributes
- Implication of the travel authority

Links

<https://www.qtic.com.au/>

<http://www.tourism4development2017.org/stories/tourism-indigenous-employment-champions-network/>

6.8.2 Indy Guide, Kazakhstan, Kyrgyzstan, Mongolia, Tajikistan, Turkmenistan and Uzbekistan

Indy Guide is the largest community marketplace for local tour operators, guides, hosts and drivers in Central Asia & Mongolia. We connect travellers with local providers in Kazakhstan, Kyrgyzstan, Mongolia, Tajikistan, Turkmenistan and Uzbekistan.

With this project we want to support local (tourism) communities in this often forgotten part of the world. We strive for a win-win-situation. Tourists can enjoy a local and authentic travel experience as well as we help locals to engage with tourists. Local providers get access to potential customers with Indy Guide's professional marketing instruments. Indy Guide wants to help develop sustainable

tourism by providing an authentic experience.

Behind Indy Guide is a couple that shares the love for travelling. The idea for Indy Guide was created during travels in this region and out of passion. They fell instantly in love with the countries and the people. The nature is breathtaking, the wildlife is fascinating, the history of the Silk Road is magical and the people and their nomadic culture are caring.

Indy Guides goal is to show the world the beauty of this blind spot of the world and help travellers experience the heartwarming hospitality of the people there.

Alignment with inclusive tourism destinations

- Creation of inclusion opportunities for disadvantaged groups (local communities) across the tourism value chain
- Implication of the tourism industry
- Support of tourism businesses run by local communities
- Marketing and networking platforms
- Product development based on identity attributes
- Protection of local cultural values and ways of life

Links

<https://indy-guide.com/>
<http://www.tourism4development2017.org/solutions/indy-guide/>

6.8.3 The Indonesian Agro Tourism Association (AWAI), Nglanggeran village, Yogyakarta, Indonesia, Asia

Nglanggeran village (Patuk, Gunung Kidul, Yogyakarta) was elected in mid-January 2017 the best Tourism Village in the Southeast Asian region, recognizing its ability to contribute to the social welfare of local villagers through various sustainable tourism development programs.

Nglanggeran is part of the 13 geosite in Gunung Kidul, in the “Global Geopark Network Mount Sewu”. The village has three main tourist attractions: Ancient Volcano, a gigantic mountain-sized rocks with a marvelous view; a hilltop pool overlooking a beautiful, natural expanse of mountains and natural waterfalls; and the cultural charm of the local rural communities, with friendly people and healthy culinary delights with local flavors.

The village is self-managed and businesses are entirely run by local young people. This proves young people do not have to venture into the city or to another country because the village has provided a variety of business opportunities through the development of tourism.

The village welcomes no less than 5,000 visitors per month who come to take advantage of a variety of travel packages such as camping ground, homestay and so on.

The village is building lodging. The “live in” program is popular among students and foreign tourists. Travellers are able to interact with people and learn the culture of the village Nglanggeran, such as batik masks, making handicrafts from coconut (coconut leaves are still young), learning traditional dance “Jathilan and Reog”, catch and release the fish in the river, planting rice in paddy fields, and learn cooking / culinary style Nglanggeran village. Visitors can also enjoy a variety of outdoor activities, like rock climbing with 28 lanes, trekking, etc.

Alignment with inclusive tourism destinations

- Creation of a community-based tourism destination where tourism is designed to provide opportunities for the community (village)
- Development of business opportunities across the tourism value chain

- Support of tourism businesses run by local communities
- Product development based on identity attributes
- Protection of local natural and cultural values and ways of life

Links

<http://www.indonesia.travel/nglanggeran-village>
<http://www.tourism4development2017.org/stories/nglanggeran-village/>

6.8.4 Dourotur, Douro, Portugal. Europa

Dourotur aims to bridge the gap between the potential of the NUT III Douro and its current levels of sustainable development, increasing the importance, impact and embeddedness of tourism in the local communities.

This project aims to assist in the renewal and diversification of the Douro's tourist offer and to contribute to finding solutions to tourism development in the territory. This will be achieved not only by adopting a “creative tourism” approach, boosting the synergies existing between the various distinctive components of the local “terroir” (in the widest sense of the term) such as landscape, material and immaterial heritage, wine and other quality local products. By doing so the region better meets needs and expectations of tourists who are increasingly demanding, well-informed and have a variety of alternative destinations from which to choose.

Also, the project aims to widen the range of the goods and services supplied, promoting more and better coordination of their delivery, and improving how their value and benefits are communicated to potential first-time and returning visitors through a wider use of digital marketing and other strategies of communication with tourist markets.

Strengthened by a marked technological component, Dourotur project aims to promote greater and more sustainable convergence between the supply and demand sides of the market. The project will study the use of both technology-based innovation (employing new communications technologies) and non-technology-based innovation (driven by the updating, improving and adapting of management skills and organizational forms).

Alignment with inclusive tourism destinations

- Identification of inclusion opportunities for local communities across the tourism value chain: lodging, commerce, food & beverage, services and activities

- Product development based on identity attributes
- Protection of local cultural values and ways of life
- Branding
- Innovation applied to management and marketing of destination and its products
- Marketing platforms
- Implication of a wide range of stakeholders
- Financing agenda

Links

<http://dourotur.utad.pt>
<http://www.tourism4development2017.org/solutions/dourotur/>

6.8.5 Kara-Tinga and Karamoja Tourism Development, Uganda, Africa

For long, tourism in Uganda has been focused on wildlife safaris and other tourist destinations but community tourism is an opportunity for the local community to participate and benefit from their natural and cultural resources.

Karamoja Tourism is a small scale, locally-owned tour operator aimed at strengthening community resilience, protecting nature and preserving cultural heritage by marketing regional tourism, developing nature and cultural tours and endorsing indigenous artists. As true citizens of our area as we are locally owned and hire local talent. We aim at investing in local growth, the well-being of our people and the health of the local economy. Citizenship begins at home.

Tourism development is therefore at the core of our operations. We focus on rural areas affected most by decline in the capacity of agriculture. Degeneration of the countryside is prevented and cultural heritage preserved by raising supplementary family income through tourism.

We identify potential tourism sites and activities, build community capacity through education and create demand through marketing and packaging. Karamoja Tourism is promoting Karamoja in the domestic and international market and is working toward repositioning the image of the region.

Our team of knowledgeable local guides is eager to sharing

East Africa's last indigenous living cultures and natural resources from Karamoja's savanna-lands to the lush volcanic mountain ranges.

Our strength is on sharing and full participation. We stand for a meaningful experience by spending time with the community. Discover the countryside during nature walks or mountain hiking. Share daily life with the community by spending a day or night in a traditional homestead.

Alignment with inclusive tourism destinations

- Creation of inclusion opportunities for disadvantaged groups (indigenous communities) across the tourism value chain
- Product development based on identity attributes
- Protection of local natural and cultural values and ways of life
- Positioning and marketing

Links

<http://www.kara-tunga.com/>
<http://www.tourism4development2017.org/solutions/kara-tunga-and-karamoja-tourism-development/>

6.8.6 Egbok Mission, Cambodia

Egbok envisions a Cambodian community where everyone has equal opportunities and has the independence and ability to shape one's own life. We realize this vision by utilizing the thriving hospitality tourism industry in Cambodia to train young underserved Cambodian adults to become hospitality professionals.

Hospitality is a lifestyle. It builds confidence, leadership, and a spirit of service. The traits students develop – compassion, kindness, selflessness — reach across the world and beyond cultural barriers, acting as a universal language that everyone understands. Combined with essential life skills (e.g. budgeting, goal setting, sexual health, etc) and an emphasis on environmental awareness, we are grooming students not only to be successful hospitality professionals, but also to be independent and positive community members in society.

EGBOK's strategy is based on the facts and data driving the economy of Cambodia. Our model uses two significant development trends of Cambodia; the thriving tourism industry, and the country's young populace. This strategy of creating highly relevant vocational and employment opportunities for the country's underprivileged communities aligns with the vocational education focus of the Sustainable Development Goals (Goal 4) and at the same time, also echoes the



unanimous consensus on the potential of Cambodia's young populace to drive the country's economic and social change.

Alignment with inclusive tourism destinations

- Training of underprivileged individuals (young adults) in the tourism trade, facilitating their economic inclusion through tourism employment

Links

<http://egbokmission.org/>

<http://www.tourism4development2017.org/solutions/egbok-training-cambodians-to-be-future-hospitality-leaders/>

6.8.7 Hashoo Foundation, Pakistan

Hashoo Foundation (HF) is a progressive and dynamic nonprofit organization, leading the way in human development and poverty alleviation by implementing viable economic development, educational and capacity building programs in Pakistan since 1988.

HF envisages an ethical, equitable, inclusive and progressive society in which people live with dignity and have power over their own lives. The mission of the Foundation is to enable and empower communities to be independent by facilitating equitable access to opportunities irrespective of cast and creed.

Skill Development Program (SDP). The HF's skills development program has trained over 36,000 young individuals and provided jobs to 70% of the HF-SDP graduates. Since inception of the program, HF has been providing guidance and support to youth in developing career plans and finding jobs through building their employability skills. HF Career Guidance & Job Placement Program provides an opportunity for youth to develop their career and secure employment in Pakistan and abroad. HF support is based on a long-term commitment for youth development in terms of job placement/enterprise development and their career growth.

Hospitality Management Training Program (HMTTP)

Under this training program, HF focuses to impart knowledge, skills and attitude to young men and women giving various opportunities to learn & practice contemporary competencies require to work in hospitality industry of Pakistan and abroad. The program is facilitating youth with various International Vocational Qualifications (IVQs) curriculum, approved by City & Guilds UK and National Vocational Qualifications, approved by National Training Bureau, Government of Pakistan.

Alignment with inclusive tourism destinations

- Training of underprivileged individuals (young individuals) in the tourism trade, facilitating their economic inclusion through tourism employment.



- Involvement of the tourism industry in the identification of professional opportunities.

Links

<http://hashoofoundation.org/>
<http://www.tourism4development2017.org/solutions/hashoo-foundation/>

6.8.8 Napo Wildlife Center, Ecuador

Within the Yasuni National Park, the Kichwa Añangu community has been recognized nationally and internationally for its work on behalf of the preservation of the ecosystem and the environment.

This community from the Amazon Rainforest in Ecuador realized that ecotourism is an excellent alternative for local development, for improving the quality of life, preserving their traditional activities and the most important for preserving the nature.

The Kichwa Añangu community built the Napo Wildlife Center on the surroundings of the Añangucocha Lagoon. The hotel began operations in 2004 and then in 2007 the community took 100% control of the Lodge, management and administration. There are approximately 80 people working in this and other projects of the community, doing different activities in all areas.

Thanks to the Napo Wildlife Center and other ecotourism projects, the Kichwa Añangu community has a source of employment near their homes and they are now in a process of continuous training for improving the quality of life of the community. The incomes the community receives from tourist projects are always reinvested in productive, social and cultural projects.

Alignment with inclusive tourism destinations

- Development of tourism infrastructure designed to provide opportunities for the community.
- Professional training of local individuals in the tourism trade
- Development of business opportunities across the tourism value chain
- Product development based on identity attributes
- Protection of local natural and cultural values and ways of life

Links

<http://www.napowildlifecenter.com>
<http://www.tourism4development2017.org/stories/napo-wildlife-center/>



6.8.9 People to People Tourism, Kenya

Kenya is well known for its world's most beautiful coastal beaches and lodges and exotic animal life. At People to People Tourism - Kenya, we do offer customized/tailor made "eye opener" tour/safari packages in line with the clients' interest be they individuals, families, church groups, university students, professional - based individuals/groups interested in using their talents and expertise/skills for the betterment of others in this part of the world. We do also promote exchange programs with interested parties from any part of the world.

Our experienced team is able to take clients for a tour that covers any and indeed all the tourist circuits across the country as well as going an extra mile to offer clients interactive cultural immersion experiences like visits to handicrafts producers and homestays in agri tourism, thus enabling the clients to learn and explore this part of the world in a memorable way, promoting greater cross-cultural understanding and international cooperation between peoples.

Alignment with inclusive tourism destinations

- Creation of inclusion opportunities for disadvantaged groups (local communities) across the tourism value chain
- Implication of the tourism industry
- Support of businesses run by local communities
- Product development based on identity attributes

- Protection of local cultural values and ways of life

Links

<http://www.peopletopeopletourism.com>

6.8.10 Promotion of culture and tourism for local development in Ruta Lenca, Honduras

The Promotion of culture and tourism for local development in Ruta Lenca program aims to reduce the poverty levels of vulnerable rural populations, including youth and women, through the development of sustainable cultural tourism initiatives. Of the total number of beneficiaries, at least 60% are women. The programme seeks to promote inclusive local economic development. It takes on a participatory approach incorporating indigenous groups, the private sector, and establishing alliances with social services to prevent gender-based violence and alcoholism.

Likewise, the program defends sustaining culture and heritage for the Lenca people. The Lenca area's important tourist and cultural attractions have great potential to improve the economic situation of its residents. Cultural heritage includes crafts, festivals and traditions, arts, food, and natural medicine.

The programme aims to achieve its objectives through ensuring women and youth of the Lenca region are at the center of all strategies, promoting empowerment and active participation; institutional capacity building, community management of natural resources, and green business practices; and encouraging the participation of beneficiaries in decision-making



processes of both the programme and their communities.

The initiative is funded by the SDG-F, UNDP and UN Women and is participated by local government and private sector organizations, Honduras Institute of Tourism and non-profit organizations.

Alignment with inclusive tourism destinations

- Focus on underprivileged groups such as women and the youth
- Development of inclusive business opportunities across the tourism value chain in communities on the Lenca Route
- Product development based on identity attributes
- Protection of local natural and cultural values and ways of life
- Institutional capacity building
- Broad involvement of stakeholders at all levels

Links

<http://destinopueblosdelsur.com/acerca-de/la-fundacion-programa-andes-tropicales/#VHP1es7XfPPcruo6>



Chapter 7:

Inclusive tourism destinations, towards 2030

Firms exist to meet the needs of society. At globaldit we have been working at the service of the tourism sector for more than 25 years, helping firms and destinations to meet the needs arising from the tourism market.

These needs are changing. Over recent decades, and foreseeably over coming decades, we have been seeing profound and rapid changes not just in technology but also in business models and management systems. The values defended by society are changing, and this is necessarily reflected in the market.

A good example of this is the appearance of a population segment, the millennials, who are prepared to accept lower wages to work in socially responsible firms. Another is the growing number of consumers who are prepared to pay more for products that come from fair trade or sustainable farming.

In this scenario, we at globaldit, as citizens who share these values and as professionals in the tourism and travel sector, consider that we should use our knowledge to search for solutions to the new needs of society and the sector. And we are convinced that tourism can, and should, participate in the construction of a more prosperous, equal and sustainable society. We are therefore working to achieve sustainable tourism growth and we include a strong social component in our solutions. This allows us to meet our commitment to the society to which we belong, and also to boost the competitiveness and prosperity of firms and destinations.

This concern has led to the set of good practices that are laid down in the *Model for inclusive tourism destinations* which, together with the UNWTO team and during the International Year for Sustainable Tourism for Development, we describe in this Global Report.

We see this model as a first step, to be enriched or surpassed by other contributions such as the inclusion of solutions from the demand viewpoint, the integration of fair-trade policies or the inclusion of migrants in the tourism sector.

In the hope that inclusion will be considered one of the key capacities of tourism activity both in the business world and in public administrations, we have drawn up some reflections or recommendations that we would like to share with the sector. Our aim is to enhance the way in which tourism activity is conceived, adding to the generation of wealth its capacity for building a more prosperous, more egalitarian, fairer and more inclusive society.

Considerations

1. Tourism growth should be acknowledged as one of the best levers for inclusive economic development, especially for developing countries.

Inclusive tourism growth is a driving force for economic development and also contributes to social transformation and the preservation of natural and cultural heritage. Bearing



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in mind the global volume of tourism, it should take a key role in the development agendas of developing countries and of multilateral organizations.

2. Tourism planning should take the SDGs into account and the mechanisms needed to achieve them.

International organizations and countries should include the SDGs in their tourism policies and work on the normalization of mechanisms to achieve them.

3. A method is needed to set goals, principles and instruments for integrating inclusion in tourism growth.

Placing destinations on the path towards sustained, inclusive growth and doing it on a sufficient scale to generate lasting impacts requires a method that will help, in any place and under any conditions, to devise actions, anticipate scenarios, assign resources, implement projects efficiently and measure results. The method laid down in this Global Report is a first initiative in this direction and is open to the inclusion of new tools and processes to expand its scope and results.

4. Inclusive tourism destinations should exhibit their progress in order to achieve more social growth for the tourism sector.

To develop inclusive tourism growth, especially in developing countries, it is advisable to carry out successful programmes in pilot destinations in order to provide evidence to others

of the results of the new approach to tourism growth. Processes of dissemination and proactive positioning on the part of prestigious institutions are needed to achieve success in this process of building awareness.

5. Technology is an ally for inclusive tourism development, especially in developing countries.

The digital gap is a barrier to development. In countries where technology can act as a lever for development, policies for growth and inclusion should ensure that support is provided to SMEs and individuals, especially vulnerable groups, to help them adopt information and communication technology (ICT). Public institutions should lead the process of technological transformation in the sector with the necessary infrastructure and with specific programmes for technification and digital literacy.

6. Inclusive destinations should maintain a medium-term vision and involve all agents in society.

Achieving sustained and inclusive growth in destinations is only possible in the medium term. Projects for inclusion should generate a momentum that goes beyond political cycles and enters a dynamic of feedback. They should generate results in the short term that create a climate of trust in the sector and the institutions and among the groups involved and feed the inclusion process.



7. If they are to be inclusive, destinations must maintain stable growth.

Inclusion takes place when the destination's dynamic offers opportunities for employment and entrepreneurship at every social layer. Growth is a necessary condition for inclusion to take place among disadvantaged groups in the tourism sector.

8. Firms in the tourism sector must incorporate inclusion among their growth strategies.

Whatever their size, firms must give up the idea that their profits can be maintained outside the society in which they operate. Firms will be more profitable the more egalitarian, prosperous, inclusive and peaceful that the society where they operate is. Management of the tourism industry must take on board the social values of citizens and, whether firms are large or small, such values must be assessed when they report to shareholders and stakeholders.

9. Inclusion must be seen as an added value in tourism propositions, especially in those that are most genuine.

Increasing awareness of sustainability and responsible consumption are generating a demand for tourism products that reflect the destination's identity. From a market viewpoint and based on their own values, inclusive destinations in developing countries aim to integrate the local population in the provision of tourism services, especially people belonging to disadvantaged social groups, after training and empowerment. This is an attribute that is especially valued by travelers who are increasingly interested in satisfactory experiences that also improve the living conditions of the people they visit.

10. Inclusion is a factor for environmental sustainability.

The creation of economic opportunities to consolidate a sustainable development model is compatible with the protection of the destination's cultural and natural values, as



opposed to the trivialization and over-exploitation of those values suffered especially by developing countries with weaker environmental and social protection systems. The only way of protecting a destination's natural and cultural resources is by involving the receiving society. Society must participate in the benefits of tourism and understand the value of its heritage as part of the value proposition that the destination offers on the market.

11. Receiving societies must be aware of the importance of tourism as a formula for social inclusion and civil harmony.

It is important for receiving societies to be made aware that tourism is not only a source of wealth but also of normalization and social equilibrium. When tourism is properly managed, it can improve quality of life in destinations, creating more open, more democratic and more tolerant societies.

As tourism professionals and in our commitment to search for new, more responsible, equitable and sustainable growth models, we consider that the potential of tourism to contribute to the great global goals is under-used.

It is time for tourism to be taken up as an essential ally in the main public policies in order to achieve the goals of the global agenda based on a new paradigm, that of inclusive tourism development.



Chapter 8:

Next steps

Tourism is a constantly growing and evolving sector; having extended from being an exclusive leisure activity only accessible to a few to becoming a recognized force for good in the development agenda and a means to overcome some of the most complex issues of our time. Therefore, it is a near certainty that the sector will continue to grow and with that growth comes both advantages and disadvantages in terms of inclusiveness.

In order for tourism to continue to develop in an inclusive and sustainable direction, investments in the sector are indispensable. As the amount of tourists grow so does the demand for tourism products and tourism professionals. Human capital is a fundamental aspect of tourism and, therefore, it is necessary to achieve investments that are geared towards quality training and employment within the sector, as well as motivating the responsible use and efficient management of natural resources. Supportive policies and planning frameworks will prompt more participation from the private sector and create public-private partnerships (PPPs). This is an issue for both the public and private sector to tackle: the public sector needs to create policies that support inclusive tourism and the private sector need to invest and build within these policies.

The Organisation for Economic Co-operation and Development (OECD) states that the future of tourism is likely to be impacted by four megatrends: evolving visitor demand, sustainable tourism growth, enabling technologies and travel mobility⁶⁵. Therefore, it is likely that the future of inclusive tourism will be shaped by the very same megatrends.

As the tourism sector grows, the visitor becomes more diverse and, therefore, the visitor demand evolves. More diverse segments of the population become involved in tourism and in enjoying tourism activities, making the tourism sector more inclusive for the customer. As a result, there is an increasing need to diversify the tourism product to respond to the evolving demands of the visitor, which then creates more jobs and opportunities for people of all levels of society. The increase of an inclusive tourism demand results in an increase of an inclusive tourism supply.

One new type of tourist, with new needs and demands, is the millennial tourist – the younger generations. It is believed that millennials and Generation Z will be key tourism consumer groups to 2040⁶⁶. Younger travellers are increasingly concerned with sustainability and inclusiveness on their travels and, therefore, it is likely that the development of tourism will continue to move in a sustainable direction.

⁶⁵ Organization for Economic Co-Operation and Development (2017b) Issues Paper Analysing Megatrends to Better shape the future of Tourism, OECD, Paris

⁶⁶ Ibidem



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Where the demand is greater, the supply will also increase. Hopefully, this will, in turn, increase the profitability of the inclusive tourist destinations. For many young people, tourism is not solely a leisure activity or a way to get away from everyday life, but rather a way to add quality to their life by supporting local populations. In this regard, sustainable and inclusive tourism is considered one of the most attractive types of tourism available to younger generations. This brings with it the need for tourism stakeholders to learn how to cater trips that involve social impact travel in order to satisfy the needs of the young traveling millennial generation.

Another, relatively new and growing, phenomenon in tourism, related to the growing demand for sustainable and authentic tourism experiences, is the so-called sharing economy, or the new platform tourism services as defined by UNWTO⁶⁷. The rise of global digital platforms has provided private individuals and commercial suppliers new opportunities to offer services and products in the areas of tourism information, accommodation, transport, food and other tourism activities to an extent previously unknown. These new platforms have the ability to contribute to inclusive tourism by attracting visitors to previously unchartered local communities and for local providers to promote their services to a wider audience. Local service providers are able to reach a global audience

at a lower cost than with traditional channels. Information services can help individual businesses gain visibility where it might not have been possible otherwise. However, perhaps the greatest benefit can be found for accommodation services and gastronomy services. Local communities can benefit from accommodation and gastronomy services as they present opportunities to meet people from other parts of the world, which in itself is an enriching experience, and the communities can benefit from new sources of income and the revitalization of local businesses and economies with the arrival of new tourists. Through online platforms, local people can offer accommodation to tourists in their homes, bringing tourists closer to local communities and even favouring the development of tourism in certain, previously unknown, areas. Social and economic development at the local level, including the rediscovery and revival of neighbourhoods outside the city centre, also provide opportunities for some destinations. Furthermore, through gastronomy platform services, visitors are brought closer to the locals and the local community is provided with an opportunity to generate incomes as well as foster tourism development.

New platform tourism services allow the tourist to meet people from the local community, live with them and dine with them, and have an authentic experience of the local

⁶⁷ World Tourism Organization (2017c) New Platform Tourism Services (or the so-called Sharing Economy) Understand, Rethink and Adapt, UNWTO, Madrid



cuisine and community. Thus, from the supply perspective, this increases the demand for such experiences, and local people, from all backgrounds, are able to create unique experiences and attract visitors in a less expensive and more easily accessible way. New platform tourism services can be especially important for local communities in emerging countries. It is likely that these platforms will continue to grow in popularity and type and affect the future of inclusive tourism as well.

It is important to note that inclusive tourism benefits an entire community, destination and country and it is a valuable tool in striving towards the achievement of the Sustainable

Development Goals as put forward in the United Nations' 2030 Agenda. If all layers of society are included in tourism activities, there will not only be jobs and employment created for disadvantaged groups, but it will enable those marginalized and disadvantaged groups to feel part of a society and take pride in their community. The benefits of inclusive tourism go beyond that community and create ripples of social inclusion and economic growth across a nation. Inclusive tourism creates a sense of economic, social and psychological empowerment through the distribution of new skills and qualification and it can be a catalyst for social change and economic growth.



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Annex I:

Tables

Table 1.1 Population growth worldwide

Region	Population (millions)			Annual average increase (millions)			Average annual growth rate (%)		
	1994	2014	2050	1990-2015	2010-2015	2045-2050	1990-1995	2010-2015	2045-2050
World	5,661	7,244	9,551	84.2	81.7	48.5	1.52	1.15	0.51
More developed regions	1,169	1,256	1,303	5.0	3.7	0.1	0.43	0.30	0.01
Less developed regions	4,492	5,988	8,248	79.2	78.0	48.4	1.81	1.33	0.60
Less advanced countries	569	919	1,811	15.1	20.3	26.7	2.77	2.28	1.54
Other less developed countries	3,923	5,068	6,437	64.0	57.7	21.7	1.68	1.16	0.34
Africa	699	1,138	2,393	17.3	27.0	39.9	2.57	2.46	1.74
Asia	3,432	4,342	5,164	53.9	43.9	5.7	1.61	1.03	0.11
Europe	729	743	709	1.3	0.6	-1.6	0.18	0.08	-0.22
Latin America and the Caribbean^a	478	623	782	8.2	6.8	2.1	1.77	1.11	0.27
North America	294	358	446	3.0	2.9	2.0	1.05	0.83	0.45
Oceania	29	39	57	0.4	0.5	0.5	1.49	1.42	0.82

^a The Latin America and the Caribbean region is presented according to the United Nation's definition based on the execution of the regional activities of the Organization. It is composed of Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, Bolivarian Republic of Venezuela, Anguilla, Uruba, British Virgin Islands, Cayman Islands, Curaçao, Monserrat, Saint Maarten.

Source: United Nations (2014), *Concise report on the world population situation 2014*, United Nations, New York.



Table 1.2 Poverty estimates

Region	N° of poor people (millions)	Ratio of poor people (%)	Poverty gap (%)
Eastern Asia and the Pacific	71.0	3.5	0.7
Eastern Europe and Central Asia^a	10.8	2.3	0.6
Latin America and the Caribbean^b	33.6	5.4	2.6
Middle East and North Africa^c	ND	ND	ND
South Asia	256.2	15.1	2.8
Sub-Saharan Africa	388.7	41.0	15.9
Total, six regions	766.6	12.6	3.8
World	766.6	10.7	3.2

^a The Eastern European and Central Asian region is presented according to the World Bank's own definition. It is composed of Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Georgia, Kazakhstan,, Kosovo, Kyrgyz Republic, Macedonia FYR of, Moldova, Montenegro, Poland, Romania, Russian Federation, Serbia, Tajikistan, Turkey, Turkmenistan

^b The Latin America and the Caribbean region is presented according to the United Nation's definition based on the execution of the regional activities of the Organization. It is composed of Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, Bolivarian Republic of Venezuela, Anguilla, Uruba, British Virgin Islands, Cayman Islands, Curaçao, Monserrat, Saint Maarten.

^c There is no data available for the Middle East and North Africa.

Source: World Bank (2016c), Poverty and Shared Prosperity 2016: Taking on Inequality. Washington, DC: World Bank. doi:10.1596/978-1-4648-0958-3. (Creative Commons Attribution CC BY 3.0 IGO.)

Table 1.3 Gender gap in the employment rate (percentage points male/female)^a

Region ^b	2015	2016	2017
World	14.8	14.9	15
Developed countries	3.4	3.5	3.5
Emerging countries	17.9	18.0	18.1
Developing countries	7.2	7.3	7.4
Africa			
North Africa	26.2	26.3	26.3
Sub-Saharan Africa	5.6	5.7	5.8
Americas			
Latin America and the Caribbean	19.6	19.7	19.6
North America	0.7	0.8	0.8
Middle East	28.2	28.0	28.2
Asia			
Eastern Asia	0.3	0.4	0.4
South-eastern Asia and the Pacific	12.8	12.8	12.8
Southern Asia	29.9	29.7	29.5
Europe and Central Asia			
Central and Western Asia	18.6	18.4	18.2
Eastern Europe	7.9	8.0	7.9
Northern, Southern and Western Europe	2.8	3.1	3.3

^a The gender gap in the employment rate is established as a percentage difference between men and women.

^b The grouping of countries by region corresponds to the classification of the International Labour Organization, available at: <http://www.ilo.org/global/regions/lang-es/index.htm> (06-18-2018) .

Source: International Labour Organization (2016b), *World Employment and Social Outlook 2016: Trends for Youth*, ILO, Geneva.

Table 1.4 Trends and prospects as of 2017 for youth employment and working poverty

	Unemployment rate (%)	Young unemployed (millions)
World	13.1	71
Developed countries	14.3	9.6
Emerging countries	13.7	53.5
Developing countries	9.4	7.9
	Working poverty rate (%)	Working poverty (millions)
Total for emerging and developing countries	36.9	152.2
Emerging countries	29.3	98.4
Developing countries	71	53.8

Source: International Labour Organization (2016b), *World Employment and Social Outlook 2016: Trends for Youth*, ILO, Geneva.

Table 1.5 Internet penetration, social media use and mobile connectivity by region

Region	Population (millions)	Internet penetration (%)	Social media (%)	Mobile connectivity (%)
Africa	1,231	29	14	81
Americas	1,006	71	60	106
Asia and the Pacific	4,153	46	36	96
Europe	839	76	49	131
Middle East	246	60	38	127

Source: We are social, and Hootsuite (2017), *Digital in 2017: Global Overview. Special Reports* (online), available at: <https://wearesocial.com> (04-04-2017).

Table 1.6 Difference in the Internet user rate between men and women, 2013 and 2015 (%)^a

Region	Difference 2013 (%)	Difference 2015 (%)
World	6.3	5.4
Developed countries	15.6	15.4
Developing countries	11	11.1
Less advanced countries	29.9	28.9
Africa	20.7	20.5
Middle East	15.5	14.4
Asia and the Pacific	17.7	17.6
Commonwealth of Independent States (CIS)	7.5	7.0
Europe	9.4	8.2
Americas	-0.4	-0.7

^a Difference between the Internet user rates for men and women, compared with the male user rate, expressed as a percentage.

Source: International Telecommunication Union (2015), *Measuring the Information Society Report 2015, Executive Summary*, ITU, Geneva.

Table 1.7 Trends in international tourist arrivals by region, 1995-2017

Region	International tourist arrivals (millions)	Market share (%)	Year-on-year variation (%)		
			2017 ^a	2017 ^a	17 ^a /16
World	527	809	1.323	100	6.8
Advanced economies ^b	339	470	735	54.8	5.8
Emerging economies ^b	188	339	598	45.2	8.0
<i>By UNWTO region:</i>					
Europe	304.5	453.2	670.7	50.7	8.4
Northern Europe	36.4	59.9	77.0	5.8	4.4
Western Europe	112.2	141.7	194.4	14.7	7.1
Central/Eastern Europe	57.9	95.3	132.9	10.0	4.9
Southern/ Mediterranean Europe	98.0	156.4	266.4	20.1	12.4
Of which EU-28	268.0	367.9	538.3	40.7	7.7
Asia and the Pacific	82.1	154.0	324.0	24.5	5.9
North-east Asia	41.3	85.9	159.5	12.1	3.4
South-east Asia	28.5	49.0	120.2	9.1	8.4
Oceania	8.1	10.9	16.6	1.3	6.0
Southern Asia	4.2	8.2	27.7	2.1	10.4
Americas	108.9	133.3	207.1	15.7	3.2
North America	80.5	89.9	133.2	10.1	1.7
Caribbean	14.0	18.8	26.0	2.0	3.2
Central America	2.6	6.3	11.2	0.8	4.7
South America	11.7	18.3	36.7	2.8	8.4
Africa	18.7	34.8	62.8	4.7	9.0
North Africa	7.3	13.9	21.7	1.6	15.0
Sub-Saharan Africa	11.5	20.9	41.1	3.1	6.0
Middle East	12.7	33.7	58.0	4.4	4.4

^a Provisional data 2017.

^b Based on the classification of the International Monetary Fund (IMF).

Source: World Tourism Organization (2017d). *UNWTO Tourism Highlights. 2017 Edition*. UNWTO. Madrid.
World Tourism Organization (2018). *UNWTO World Tourism Barometer. Volume 16 - April 2018*. UNWTO. Madrid.

Table 1.8 International tourism revenue by region, 2015 and 2016

Region	Revenue (billions of USD\$)	Annual variation (%)	Market share (%)
	2016a	16a/15	2016a
World	1.220	2.6	100
Advanced economies ¹	787	1.6	65.5
Emerging economies ¹	433	4.4	35.5
By UNWTO region:			
Europe	447.3	0.9	36.7
Northern Europe	74.6	2.7	6.1
Western Europe	145.3	-0.3	11.9
Central/Eastern Europe	52.6	5.7	4.3
Southern/Mediterranean Europe	174.7	-0.2	14.3
Of which EU-28	376.6	2.7	30.9
Asia and the Pacific	366.7	4.8	30.1
North-east Asia	168.9	-0.2	13.9
South-east Asia	117.2	9.8	9.6
Oceania	46.7	10.0	3.8
Southern Asia	33.8	7.1	2.8
Americas	313.2	2.7	25.7
North America	243.7	1.9	20.0
Caribbean	30.2	6.3	2.5
Central America	12.2	7.8	1.0
South America	27.0	3.2	2.2
Africa	34.8	8.3	2.9
North Africa	9.1	2.6	0.7
Sub-Saharan Africa	25.6	10.5	2.1
Middle East	57.6	-1.6	4.7

^a Provisional data 2017

^b Based on the classification of the International Monetary Fund (IMF).

Source: World Tourism Organization (2017d). *UNWTO Tourism Highlights. 2017 Edition*. UNWTO. Madrid. (Figures from UNWTO, July 2017).

Table 1.9 Tourism projections for 2030 by region of destination

	International tourist arrivals (millions)			Growth (%)		Market share (%)	
	2010	2020	2030	2010- 2020	2020-2030	2010	2030
World	940	1,360	1,809	3.8	2.9	100	100
Advanced economies ¹	498	643	772	2.6	1.8	53	43
Emerging economies ¹	442	717	1,037	4.9	3.8	47	57
By UNWTO region:							
Europe	475.3	620	744	2.7	1.8	50.6	41.1
Northern Europe	57.7	72	82	2.2	1.4	6.1	4.5
Western Europe	153.7	192	222	2.3	1.4	16.3	12.3
Central/Eastern Europe	95.0	137	176	3.7	2.5	10.1	9.7
Southern/Mediterranean Europe	168.9	219	264	2.6	1.9	18.0	14.6
Asia and the Pacific	204.0	355	535	5.7	4.2	21.7	29.6
Northeast Asia	111.5	195	293	5.7	4.2	11.9	16.2
Southeast Asia	69.9	123	187	5.8	4.3	7.4	10.3
Oceania	11.6	15	19	2.9	2.0	1.2	1.0
Southern Asia	11.1	21	36	6.8	5.3	1.2	2.0
Americas	149.7	199	248	2.9	2.2	15.9	13.7
North America	98.2	120	138	2.0	1.4	10.4	7.6
Caribbean	20.1	25	30	2.4	1.7	2.1	1.7
Central America	7.9	14	22	6.0	4.5	0.8	1.2
South America	23.6	40	58	5.3	3.9	2.5	3.2
Africa	50.3	85	134	5.4	4.6	5.3	7.4
North Africa	18.7	31	46	5.2	4.0	2.0	2.5
Western and Central Africa	6.8	13	22	6.5	5.4	0.7	1.2
Eastern Africa	12.1	22	37	6.2	5.4	1.3	2.1
Southern Africa	12.6	20	29	4.5	4.1	1.3	1.6
Middle East	60.9	101	149	5.2	4.0	6.5	8.2

Source: World Tourism Organization (2017d). *UNWTO Tourism Highlights, 2017 Edition*. UNWTO. Madrid.

¹ Based on the classification of the International Monetary Fund (IMF).

Table 1.10 Distribution of tourism employment by firm size in OECD countries

Sector	Number of employees				
	1 - 9	10 - 19	20 - 49	50 - 249	250 +
Accommodation and catering activities	47.5 %	12.2 %	12.9 %	10.9 %	15 %
Accommodation	23.5 %	12.9 %	18.7 %	23.8 %	17 %
Food and beverage serving activities	53.8 %	12.7 %	11.3 %	8.1 %	13.2 %
Travel agencies, tour operators, booking services and related activities	34.3 %	7.7 %	12 %	16.3 %	22.3 %
Industry	15.0	7.2	11.7	24.4	41.1
Services	36.2	9.0	11.0	14.4	29.0
Total economy	31.2	8.6	11.2	16.8	31.9

Source: Stacey. J. (2015). "Supporting Quality Jobs in Tourism". OECD Tourism Papers. 2015/02. OECD Publishing. Paris. <http://dx.doi.org/10.1787/5js4rv0g7szz-en>.

Table 1.11 Characteristics of tourism employment in selected OECD countries, 2013

	% participation	
	Tourism	Total economy
Half-day jobs	31.1	20.7
Temporary jobs	21.9	14.1
People working for the same employer less than 2 years	45.3	24.9
Young people (aged 15-24)	20.6	9.4
Women	55.9	43.2
Self-employed workers	23.9	19.3
People with higher education	13.8	31.3
People working in micro enterprises (1-6 workers)	47.5	31.2

Source: World Tourism Organization (2011). *Global Report on Women in Tourism 2010*. UNWTO. Madrid.

Table 1.12 Women employed in the hospitality sector by occupational status, by region (%)

Region	Professional	Employees	Service workers
Asia	38.9	49.4	35.6
Latin Americaa	36.6	62.7	65.5
Africa	34.9	56.6	34.8
Average	36.8	59.0	44.7

^a The Latin America region is presented according to the United Nations' own definition based on the execution of the regional activities of the Organization. It is composed of Argentina, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, Bolivarian Republic of Venezuela.

Source: World Tourism Organization (2011). *Global Report on Women in Tourism 2010*. UNWTO. Madrid.



Table 1.13 Women entrepreneurs in the hospitality sector by region (%)

Region	Total economy	In hospitality and catering
Latin America^a	23.2	51.3
Caribbean	26.4	32.8
Africa	20.8	30.5
Asia	17.4	29.7
Oceania^b	ND	ND
Average	21.95	36.08

^a The Latin America region is presented according to the United Nations' own definition based on the execution of the regional activities of the Organization. It is composed of Argentina, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, Bolivarian Republic of Venezuela.

^b There is no data available for the Oceania region

Source: World Tourism Organization (2011). *Global Report on Women in Tourism 2010*. UNWTO. Madrid.



Table 1.14 Self-employed women in the hospitality sector by region (%)

Region	In general	In hospitality and catering
Latin America^a	39	73
Africa	38	48
Caribbean	29	42
Asia	27	33
Oceania^b	ND	ND
Average	33.25	49

^a The Latin America region is presented according to the United Nations' own definition based on the execution of the regional activities of the Organization. It is composed of Argentina, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, Bolivarian Republic of Venezuela

^b There is no data available for the Oceania region

Source: World Tourism Organization (2011). *Global Report on Women in Tourism 2010*. UNWTO. Madrid.



Annex II:

Instruments

The *Model for inclusive tourism destinations* is based on an open set of instruments that offer a framework on which destinations can set up their own architecture for action. This collection of instruments does not aim to be exhaustive and is open to the inclusion of new, complementary formulae for action.

1 Instruments for inclusion

- 1. Development of workers' capabilities.** After preliminary analysis of the training needs of tourism workers and of the groups to be included, adapted programmes are given to professionalize traditional skills among groups that can add value to the destination. Training in tourism skills is also given to other disadvantaged groups through programmes set up by the actual management body or by third parties, aiming to improve the skills of local workers. In addition to training in tourism and digital skills, it is also necessary to establish certification in skills in order to facilitate job mobility;
- 2. Digital literacy campaigns.** This programme offers initial immersion in the digital economy by giving training in basic digital skills and in specific skills for managing an online presence;
- 3. Technical assistance and training for entrepreneurs and SMEs.** These programmes are designed ad hoc for the target groups and require the deployment of local resources in individual and group sessions to teach best practices in local businesses, to train them in accessing financing and basic business management and to promote fiscal regularization in order to build destination awareness;
- 4. Awareness campaigns among disadvantaged groups.** Tourism can be an effective driver for development and social progress, but will only be successful if properly planned and based on consensus. Extending the benefits of tourism to disadvantaged groups must begin by building awareness so that they understand the scope and functioning of the tourism industry and the opportunities it presents;
- 5. Involvement of the business fabric.** In order to break down the dynamics of exclusion, it is necessary to force a coming-together of the tourism offer and the target groups. With the aim of creating shared value, accommodation establishments, restaurants, tourism shops and tour operators can include people from disadvantaged groups in their operations. Such programmes require prior pilot stages to generate a demonstration effect, including awareness actions, inclusion fora, incentive programmes and workshops to explore the most effective methods for inclusion;



6. ***Simplification of formalities.*** Administrative complexity is often a real barrier to inclusion. To facilitate access for people and businesses to the formal economy, personalized assistance is made available for all the necessary formalities: fiscal registration, registration of activity, etc. This service is also provided to the sector to encourage and facilitate the inclusion of disadvantaged groups in its value and production chain. The tourism administration must therefore include this service in its portfolio and reach agreements with the appropriate administrative bodies to simplify formalities and channel any aid available for the various groups;
7. ***Digitalization of SMEs. These programmes help*** entrepreneurs who, without support, might take years to enter the digital economy, if ever. Digitalization is done in blocks, building the digital presence (mobile web sites) for hundreds of firms in a destination over a short period of time. The programmes include a combination of agile and easy-to-use technologies, technical assistance for SMEs participating, and training for entrepreneurs in how to manage their digital identity;
8. ***Inclusion of SMEs in the destination's digital layer.*** The above instrument refers to digitalization at grassroots level, while this one closes the circle. An inclusive tourism destination deploys its digital

layer with all its components, including all the SMEs that are entering the digital economy. The destination presents itself to the market with all its products, properly catalogued, thus creating visibility for such firms and encouraging expenditure in the destination beyond traditional consumer spending, and over a broader geographical area;

9. ***Online trading platforms.*** Destinations have their own values with which they can differentiate themselves from other competing destinations in a tourism market that is increasingly homogeneous. Handcrafts or typical local products are manifestations of the traditional culture and ways of life which need to be protected by public or private bodies. Many small producers and family workshops depend on them and are often in remote areas or fall outside the tourism dynamic. The economic viability of such activities must be maintained if they are to be kept alive. Online trading platforms create a point of contact between the larger market and such producers. They open up an online sales channel, generate business opportunities and facilitate the work of management bodies.

2 Instruments for competitive innovation

10. **Branding.** One of the main challenges today for destinations is to set themselves apart from other competing destinations. A brand transmits values and messages by telling travellers a story that sparks in them a desire to travel. With increasing social sensitivity regarding responsible consumption and sustainability, making a destination inclusive differentiates its brand from others;
11. **Positioning and sales strategy.** This instrument aims to allow the destination to gain access to the market in the best possible conditions, to arouse interest in travellers and to urge them to buy. A well-structured positioning and sales strategy deployed through all the brand's channels can align the destination's value with current trends in the tourism market, those which favour sustainable tourism products, by pointing to the destination's inclusive attributes. Technology allows the destination to reach its market in a segmented way, improving the results of any promotion or commercial actions taken. The smart information system described below can provide content for the brand's digital conversion hubs (destinations' web site and official app);
12. **Experience and product-based strategy.** Successful destinations adapt the experience they offer to each of their target segments in order to achieve better conversion ratios and greater tourist satisfaction. They first identify the market segments they are interested in, then create or adapt a tourism proposition in line with the needs and expectations of the target travellers, focusing especially on their inclusion goals. For this purpose it is necessary to strengthen the destination's flagship products – those that are already generating tourism – by planning how to develop and manage them and invest in them to generate interest across the sector based on an imitation effect;
13. **Inclusive products.** As a corollary to the above, the destination's product development areas should design experiences in which the groups to be integrated participate directly or indirectly as tourism service providers or suppliers. This can be done by reaching agreements with communities and groups, and by involving intermediaries specializing in different types of sustainable tourism. Once the experience has been designed, it can be included in the destination's overall proposition and offered to the target segments to generate business;
14. **Trigger products.** Trigger products are large, key investments for starting up tourism development in places with potential. The model covers the identification of possible projects in the territory where it is to be adopted by drawing up road maps and actions on agendas for trust and funding. Such projects help distribute tourism within territories, creating opportunities for development outside locations where tourism is already consolidated. They also generate a powerful pull effect on local economies, galvanizing them by generating new direct and indirect jobs and creating new opportunities for entrepreneurship and for strengthening existing businesses. Trigger projects can really speed up the transformation towards an inclusive tourism model;
15. **Product clubs.** Destinations should aim to stand out in the market by offering segmented tourism proposals considering tourist motivations and based on their own values. Product clubs are tourism policy programmes to promote supply. Under a common brand, companies can come together with an authentic value proposition with high added value and excellent service, becoming the flagships in the destination. Product clubs can help position destinations among certain segments, facilitating the arrival on the market of the business cluster and having a demonstration effect for the sector as a whole;
16. **SME innovation and competitiveness.** A destination is as competitive as the industry that backs it. But most tourism enterprises in most destinations are SMEs that do what they can but are not always able to reach the levels of professionalism required by the market or to align with the market with regard to their value proposition, service levels, facilities and digitalization. This instrument includes programmes to promote innovation and to channel all existing resources towards improving competitiveness. They include training programmes run by the destination and by third parties for both entrepreneurs and employees, support for quality certificates and innovation fora with the aim of creating a dynamic of ongoing improvement;
17. **Smart information system.** In an increasingly smart world, travellers interact with destinations using their devices. The smart information system creates the destination's digital layer, including all its components in a large digital repository (attractions, firms, spaces, infrastructure, experiences, products, etc.). All the content is carefully organized based on thorough classification of data by scenario of use: context,

channel, user profile or device. This information is distributed by the system via all the destination's channels where travellers can interact with it (web site, app, information offices). This leads to greater visitor satisfaction, longer stays, greater spending in the destination and better levels of repeat visits and recommendations. The smart information system also feeds the tourism intelligence system;

18. **Open Data:** One of the characteristics of today's economic situation is collaboration, in which entities help each other in order to improve the results of decisions. Technology is allowing the enormous amount of data generated from mobile devices, sensors, web browsing, etc. to be shared through Open Data, so that third parties can use such metadata in their decision-making processes. Such data has to be accessible and re-usable without it being necessary to obtain any specific permit. Governments and institutions all over the world are using it to generate analyses, new tools or ground-breaking mobile apps;
19. **Tourism intelligence system.** Tourism intelligence allows public resources for promoting and managing destinations to be allocated and used efficiently. Technology can step up interconnection between tourists, companies, organizations, infrastructures and society by means of digital information systems. With Big Data tools and information from the destination and from third parties, knowledge can be generated to increase a destination's competitiveness, push up revenue and give visibility to all it can offer, including small, local entrepreneurs. Such new technological tools display data for decision-makers in a very intuitive way. And it must not be forgotten that, in a sharing economy, integrating the data of third parties is essential for effective decision-making throughout the tourism value chain.

3. Tools for governance

20. **Management office.** This is an instrument for institutional development. The aim is to build a high-performing team that will expedite the implementation of public policy within the tourism management entity. If the public administration maintains a strategic perspective and an overview of all actions taken, the office can consolidate a dynamic management style with brisk timing. The office must aim to achieve efficiency, maximum impact with the resources available and a well-greased administrative machinery to keep the momentum of implementation going. The office also promotes, within the management entity, the agendas for funding and coordination with other entities;
21. **Management platform.** Managing work agenda requires an advanced project management system. For this reason, an IT application is set up to allow the tourism administration and especially the management office, using a set of indicators, to know at all times how the project is going, to issue reports and to take decisions based on updated information;
22. **Local social innovation facilitators.** The model needs transfer systems that go beyond project management and public policy. Breaking away from the exclusion dynamics caused by the digital and tourism gaps requires work on a person-to-person level. For this purpose, a network of outreach workers is created. They not only take isolated actions but also provide technical assistance and guidance throughout the process. These facilitators anticipate scenarios for action and identify new working formulae. The team remains in the destination after the project to keep on the look-out for group leaders with a capacity to motivate and lead others;
23. **Integration of actions.** To introduce an innovative development model from a social viewpoint requires a collaborative governance model, in which many public and private agents are involved. Since the tourism management entity normally has neither the competence nor the capacity for leading and working vertically in many areas of the programme, it is necessary to build a collaborative ecosystem, aligning policies and third-party programmes that share goals either partially or completely in order to expand the programme's outreach and multiply the results obtained;
24. **Communication.** One of the most important ways of promoting the involvement of the whole tourism system in the transformation of a destination and of guaranteeing budgetary stability is by generating confidence in the sector, the population, the market and the institutions. An appropriate communication strategy keeps channels open for information and participation with the destination's stakeholders and programme beneficiaries. This is done with tools such as the programme's web site and on-going management of mass media through institutional channels.

Glossary

Big data: Big data refers to a large volume of data, data intelligence or large-scale data to be processed, exploited and analysed using new data processing technologies in order to clarify the information and allow its behaviour to be studied.

Classification of firms: Firms can be classified by size as:

Micro enterprises: Less than 10 workers, with turnover below 2 million euros.

Small enterprises: Up to 50 workers, with turnover below 10 million euros.

SMEs: Small and medium-sized enterprises. In many countries, this concept also includes micro enterprises.

Medium-sized enterprises: Less than 250 workers and turnover below 50 million euros.

Large enterprises: More than 250 workers and turnover above 50 million euros.

Classification of countries/economies: The World Bank, the International Monetary Fund and the United Nations Development Programme (UNDP) use different systems for classifying countries in terms of their degree of economic and social development:

Developed/developing countries: the threshold for development lies at 75% of the Human Development Index (HDI). Developing countries are classified as having a high, medium or low human development index (source: UNDP).

Advanced/emerging and developing economies: within developing economies, low-income countries are also distinguished (source: International Monetary Fund).

High/medium/low income countries: calculation based on Gross National Income per capita. High income: GNI per capita above USD 12,476. Medium-high income: GNI per capita from USD 4,036 to USD 12,476. Medium-low income: GNI per capita from USD 1,026 to USD 4,036. Low income: GNI per capita below USD 1,026. The threshold for development lies at GNI per capita of USD 6,000 (source: World Bank).

Disadvantaged or vulnerable groups: terms used indistinctly by most agents. In this document, they refer to groups who, for reasons of age, sex, civil status, educational level, ethnic origin, situation or physical and/or mental

condition, are in a condition of risk which prevents them from participating in development and accessing greater wellbeing and quality of life.

Responsible trade: concept advocated by ecological, social and political organizations for a market of goods and services based on real needs that promote environmental conservation and social equality.

Inclusive growth: according to the Organisation for Economic Co-operation and Development (OECD), “economic growth that creates opportunities for all segments of the population and distributes the dividends from the prosperity achieved, in both monetary and non-monetary terms, fairly throughout the whole society.”

Local development: according to the OECD, this is the process of creating, in a specific area and, from its endogenous potential (economic factors, social, cultural, natural and institutional resources, etc.), the capacity for improving the economic future and quality of life of inhabitants.

Sustainable development: this is defined by the United Nations as meeting the needs of the present generation without affecting the capacity of future generations to meet their own needs. Sustainable development is divided into three pillars, aiming to achieve balanced economic development, social development and environmental protection.

Inequality: according to the United Nations, inequality is the existence of different conditions among individuals and groups. Inequality may be in opportunities or results, but it always implies factors that are beyond the control of the individual or group (ethnic group, gender, physical or mental condition, etc.).

Digital/technological inequality: this is understood as the gap in access, use and appropriation of information and communication technology as part of life and work.

Economic inequality: the existence of different opportunities among individuals and groups for possessing, obtaining and gaining access to income, physical opportunities or funding.

Gender inequality: the existence of different opportunities and results for men and women. According to the UNDP, gender inequalities affect human development in three important areas: reproductive health, empowerment and economic status.

Social inequality: the existence of different opportunities for accessing, possessing, controlling and enjoying

resources and power, resulting from different conditions, contexts and tracks followed.

Inclusive tourism destination: in this document, a destination that promotes equal opportunities for all, enhancing the capacity and opportunities of vulnerable groups for becoming involved in tourism activity, contributing through work and services to the success of the destination and thus gaining access to greater wellbeing and better quality of life.

Smart tourism destination: according to Sociedad Mercantil Estatal para la Gestión de la Innovación y las Tecnologías Turísticas (SEGITTUR), a smart destination is “an innovative tourism destination, based on leading-edge technological infrastructure, that guarantees sustainable development of the tourism location, is accessible for all, facilitates interaction and integration of visitors in the environment and increases the quality of their experience in the destination while also improving the standard of living of residents.”

Knowledge economy: this term is now being used to describe national economies or production sectors that are increasingly dynamic and growing thanks to the production and intensive use of information, technology and knowledge in the creation of value.

Digital economy: according to the Economic Commission for Latin America and the Caribbean (CEPAL), the digital economy “is made up of telecommunications infrastructure, the information and communication technology (ICT) industries and the network of economic and social activities that are facilitated by the Internet, cloud computing and mobile and social networks and remote sensors. There are three main components: the infrastructure for broadband networks, the ICT applications industry and end users. Access is determined by network infrastructure. The ICT industry covers hardware and software development, business models and knowledge analytics. Finally, users – individuals, companies, governments – are those who demand such services and use applications.”

Social inclusion: according to the World Bank, social inclusion is “the process by which individuals and groups form part of society, and the process of enhancing the capacity, opportunities and dignity of people who are disadvantaged for reasons of their identity, so that they can form part of society”.

Human Development Index (HDI): an indicator developed by the UNDP to determine the level of development. It considers the income of people or their country and the degree to which the country offers its citizens a suitable environment for living. The HDI of countries with high human

development is above 0.80. The HDI of countries with medium human development ranges from 0.50 to 0.80, and that of countries with low human development is below 0.50.

Competitive innovation: the invention and adoption of new techniques to improve the performance of tourism activities in the areas of product, process, organization and sale of services for the purpose of speeding up their transition towards new digital and tourism scenarios and thus improving the position of the firm or destination within its competitive environment.

Social innovation: new combinations of visions, processes and actions to transform the social and/or economic organization of groups of people by improving their inter-relations and/or sustained economic performance of their activities, the purpose being to speed up their transition towards a new, more egalitarian society that will improve their quality of life.

Formal market: a market governed by the rules for trade and competition in the country where it takes place. This type of trade is covered by legal regulations.

Poverty: according to the United Nations (UN), poverty is “the condition characterized by severe deprivation of basic human needs, including food, drinking water, sanitation, health, shelter, education and information”. The various poverty thresholds are as follows:

Vulnerability: according to UNDP, the threshold is USD 4-10 per day.

Poverty: according to the World Bank, the threshold of poverty is USD 3.10 per day; according to the UN, the threshold of poverty is USD 1.25 per day.

Moderate poverty: according to UNDP, the threshold is from USD 2.5 to 4 per day.

Extreme poverty: according to the World Bank, the threshold of extreme poverty is USD 1.90 per day; according to UNDP, the threshold is from USD 1.25 to 2.5 per day.

Extreme ultra poverty: according to UNDP, the threshold is less than USD 1.25 dollars per day

Sustainable production and consumption: according to the Sustainable Development Goals (SDGs), these are models of production and consumption that efficiently use resources and energy, with sustainable infrastructure, facilitating access to basic services, generating ecological, decent jobs, and improving quality of life for all.



Shared prosperity: the shared prosperity indicator used by the World Bank is made up of two elements: economic growth and equity, in terms of the income of the poorest 40% of the country's population.

Thick data: Thick Data refers to the process of obtaining, using and analysing data from a qualitative viewpoint, to complement the quantitative approach of Big Data. This research technique makes it possible to extract information on the contexts and emotions of the people who form the statistical sample to provide ethnographic data. Thick Data falls under the competence of anthropologists, sociologists and social scientists. When applied, it has shown the potential of investing in these disciplines for obtaining efficient information to meet social needs and economic performance.

Decent employment: a working relationship according to the international labour standards established by the International Labour Organization (ILO). The concept implies that work is done freely, and is egalitarian, safe and decent. Broadly speaking, it also implies equal opportunities and treatment for gaining access to a productive job that will generate a fair income, with safety in the workplace, social protection for families, prospects for personal development and social integration, and freedom of expression and organization for individuals.

Sectoral transformation: this is the process whereby business models, systems of relations and the institutional management of an industry are adapted to new contexts, assimilating available technologies, in order to improve their competitiveness and sustainability.

Sustainable tourism: The World Tourism Organization (UNWTO) defines this as "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities".

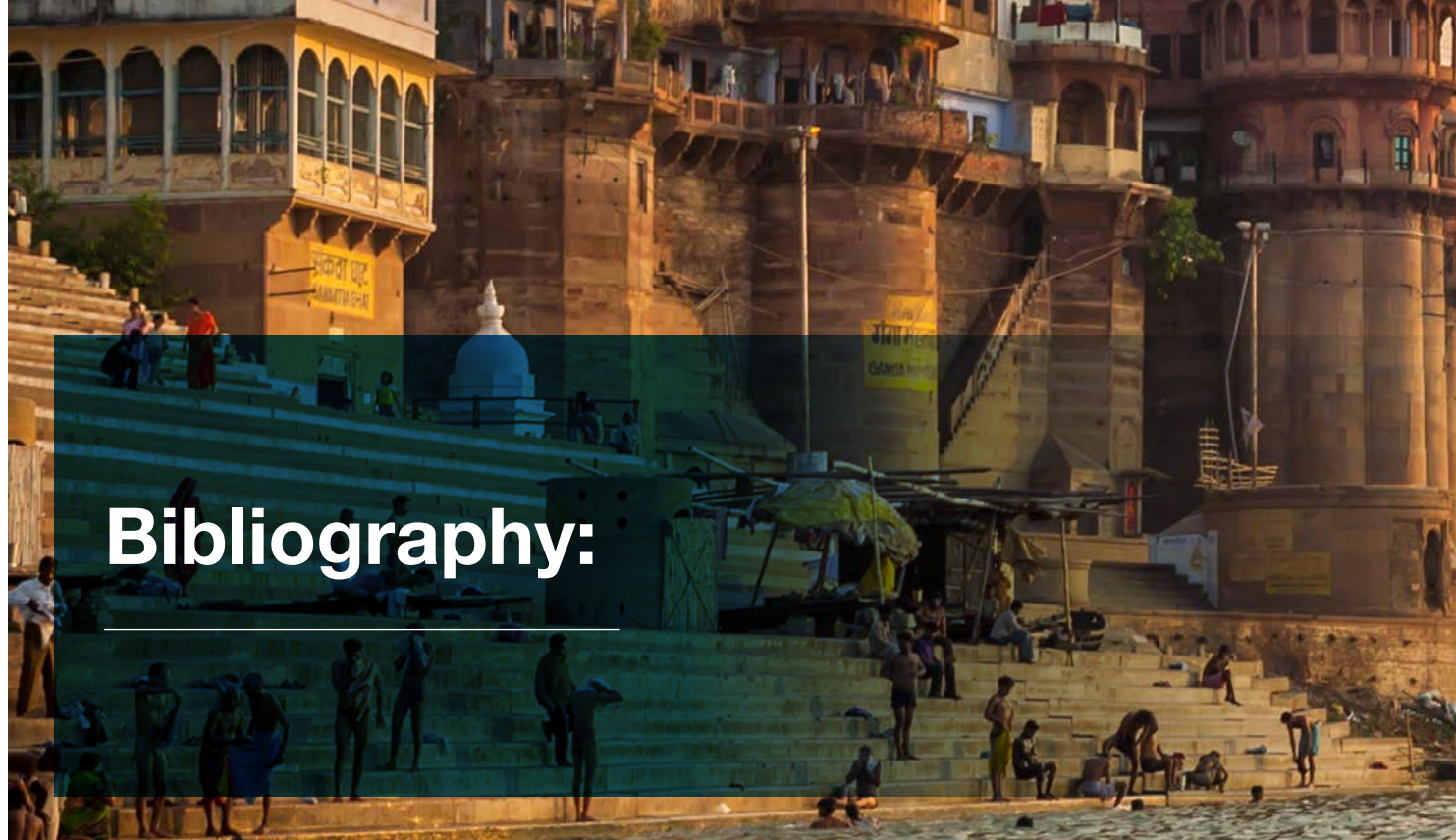
Shared value: the link between competitive edge and social responsibility developed by Porter and Kramer in 2006: "The competitiveness of a firm and the health of the communities where it operates are closely intermingled. A firm needs a successful community not only to create demand for its products, but also to afford crucial public assets and an environment that supports the business. A community needs successful companies that offer jobs and opportunities to create wealth for its citizens".



Abbreviations and acronyms

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ADB	Asian Development Bank	UN	United Nations
AfDB	African Development Bank Group	UNCTAD	United Nations Conference on Trade and Development
BRICS	Brazil, Russia, India, China and South Africa	UNDP	United Nations Development Programme
CAF	Development Bank of Latin America	UNEP	United Nations Environment Programme
CEPAL	Economic Commission for Latin America and the Caribbean	UNESCO	United Nations Educational, Scientific and Cultural Organization
CSR	Corporate Social Responsibility	UNWTO	World Tourism Organization
GDP	Gross Domestic Product	WB	World Bank
GEF	Global Environment Facility	WEF	World Economic Forum
HDI	Human Development Index	WTTC	The World Travel & Tourism Council
ICT	Information and Communication Technology		
IDB	Inter-American Development Bank		
ILO	International Labour Organization		
IMF	International Monetary Fund		
IoT	Internet of Things		
ITU	International Telecommunication Union		
LGBTI	Lesbian, Gay, Bisexual, Transsexual and Intersexual		
Micro SMEs	Micro and Small and Medium Enterprises		
NDB	New Development Bank		
NGO	Non-Governmental Organization		
OECD	Organization for Economic Co-operation and Development		
ONCE	Organización Nacional de Ciegos de España		
SDGs	Sustainable Development Goals		
SEGITTUR	Sociedad Mercantil Estatal para la Gestión de la Innovación y las Tecnologías Turísticas		
SME	Small and Medium-sized Enterprises		
STD	Smart Tourism Destinations		



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Global Report on Inclusive Tourism Destinations: Model and Success Stories

Published by the World Tourism Organization (UNWTO), Madrid, Spain
First printing: October 2018
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Printed in Spain

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Citation:

Global Report on Inclusive Tourism Destinations: Model and Success Stories, UNWTO, Madrid

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ISBN printed version: 978-92-844-1869-5
ISBN electronic version: 978-92-844-1870-1

Design and printing: UNWTO
Photos by UNWTO / Dreamstime



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