Ministry of Tourism & Wildlife

Global Tourism Resilience & Crisis Management Centre (GTRCMC) Eastern Africa

KENYATTA UNIVERSITY

Tourism Resilience:

the new normal

BY THE GLOBAL TOURISM RESILIENCE AND CRISIS MANAGEMENT CENTRE – EASTERN AFRICA, KENYATTA UNIVERSITY

What is resilience?

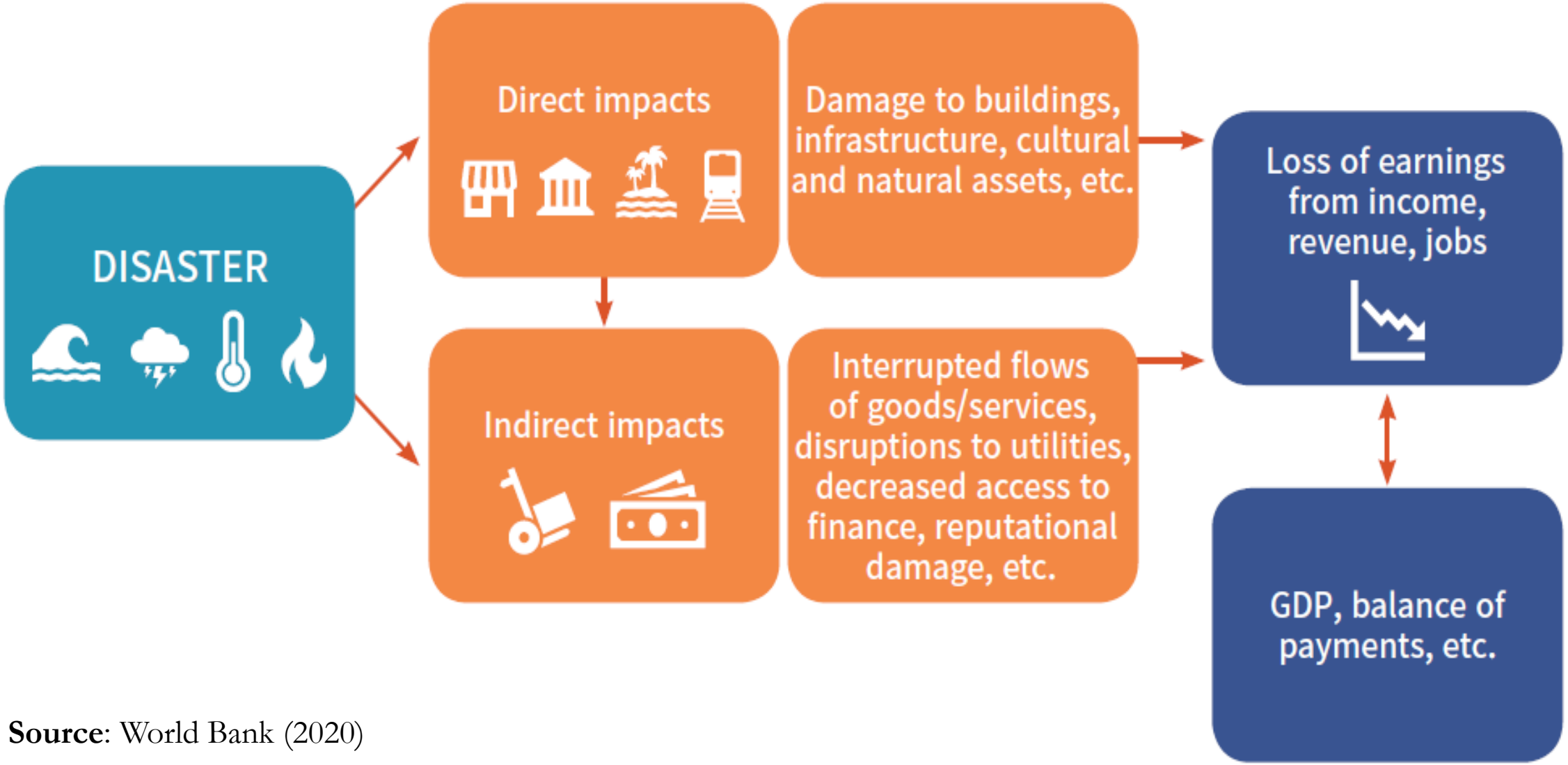
- **Resilience** relates to the ability of organisms, communities, ecosystems and populations to withstand the impacts of external forces while retaining their integrity and ability to continue functioning.
- Resilience means the ability to recover quickly from difficulties, to spring back or recover from misfortune or disaster.
- **It is a way to improve sustainability after a disaster.**

Importance of Resilience

- Without resilience, a destination would never be able to maintain its sustainability efforts.
- Years of progress in tourism development, could be lost in *one* disaster.
- Therefore, for a tourism destination to be sustainable, it must *first* be **resilient.**

https://crc.pata.org/tourism-destination-resilience/

Direct and Indirect Impacts of Disasters on the Tourism Sector



Source: World Bank (2020)

Underlying challenges

- The inability of the travel and tourism to rebound rapidly and effectively from crises.
- The lack of crisis management planning and the need to share ideas to improve preparedness.

Resilience for Sustainability

- **Tourism assets are vast, varied, and valuable.**
- In a world increasingly faced with, and divided by, regional and global crises, resilience has emerged as a key concept with significant relevance for tourism.
- Prevailing focus on sustainability is being enhanced with the practical application of resilience planning.

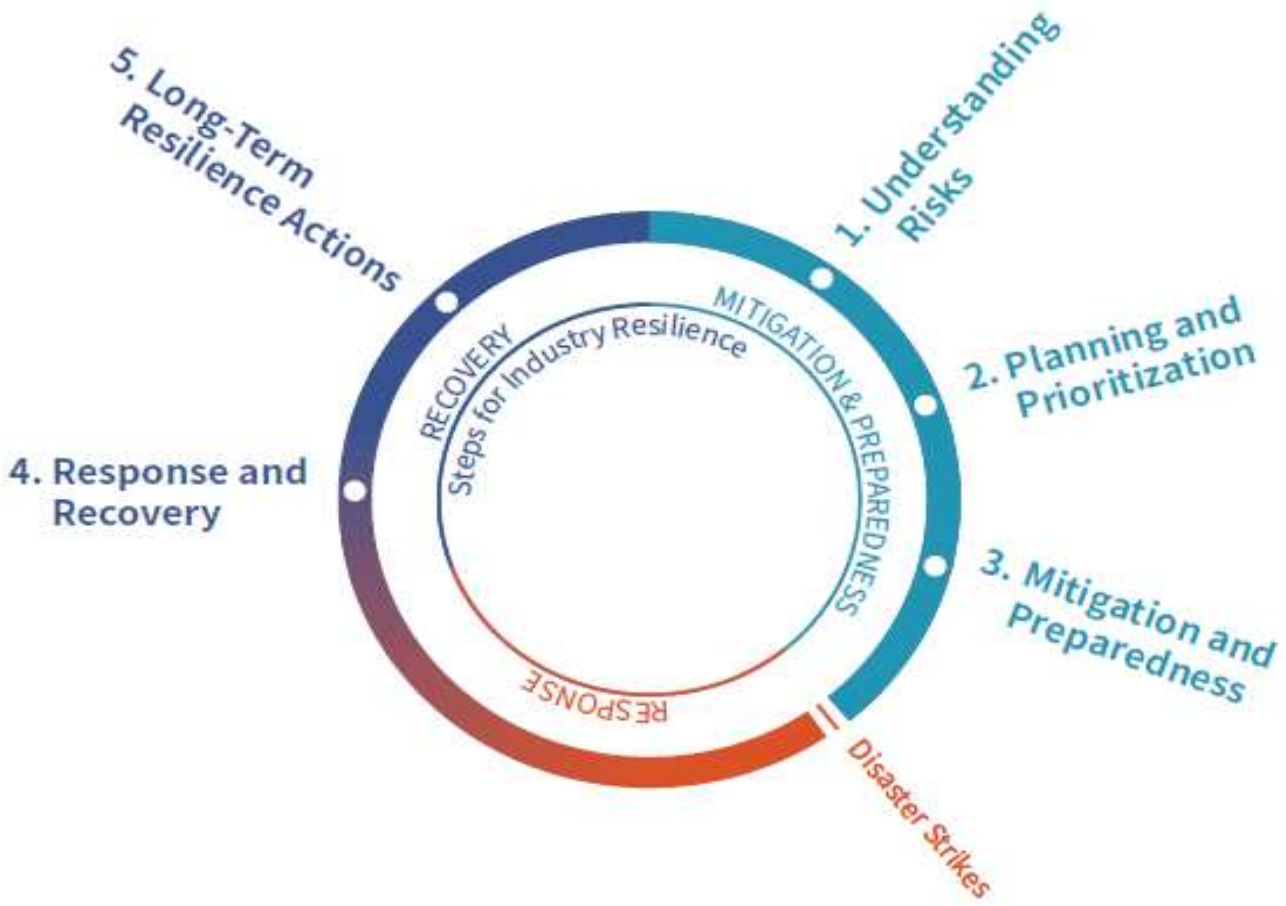
New Normal

The tourism industry must act urgently to integrate resilience as a core component of its competitiveness agenda.

In the face of disasters, resilient industries can:

- Minimize losses and disruptions.
- Continue or quickly resume operations.
- Sustain and increase competitiveness.

Tourism Resilience Building Cycle



1. Understanding Risks

Identifying disaster and climate risks that threaten the tourism sector and analyzing their potential impacts for destinations and firms.

2. Planning and Prioritization

Planning and prioritizing tourism development and investments to build resilience and avoid or minimize negative impacts.

3. Mitigation and Preparedness

Implementing resilience actions and investments in advance to lessen the impacts of disasters and climate change.

4. Response and Recovery

Taking good response decisions and actions during and after disaster events to minimize disruptions and losses, and as a result, maintain and enhance competitiveness.

5. Long-Term Resilience Actions

Planning for the long-term competitiveness of the sector through climate change mitigation actions.

Source: World Bank (2020)

Components of the Standards on Disaster Risk Management for Tourism

BUILDINGS		SYSTEMS		MANAGEMENT	
B1	General	S1	Fire Protection	M1	Roles and Responsibilities
B2	Site	S2	Hazard Protection	M2	Training and Drills
B3	Grounds	S3	Critical Infrastructure	M3	Disaster Prep and Response
B4	Design	S4	Evacuation	M4	Evacuation Plan
B5	Structure	S5	Information and Communication	M5	Communication Plan
B6	Information and Communication	S6	Emergency Supply	M6	Business Continuity Plan

Source: World Bank (2020)

Barriers to Resilient Tourism Industries

Policy barriers

- Difficult to coordinate within and across layers, and between public and private sectors.
- The sector's awareness of disaster and risks, as well as of the benefits of resilience, is low.

Barriers contd…

Infrastructure barriers

- Incentives for the private sector to invest in disaster preparedness and climate-resilient infrastructure are weak.

Financial barriers

- Tourism businesses tend to be under-resourced SMEs with limited access to finance for resilience investments.

Insurance Barriers for Tourism Operators and Consumers

Case Study: Building Blocks for Tourism Resilience in Queensland, Australia



Source: World Bank (2020)

Tourism Resilience Governance









Global Travel & Tourism Resilience Council

It serves the worldwide travel industry, facilitating planning and preparation for crisis response, recovery and resilience issues through sharing information and best practices in preparedness, crisis management, resilience and disaster recovery.

https://resiliencecouncil.com/

Global Travel & Tourism Resilience Council

Resilience Council Objectives

- Global awareness and education for leaders and decision makers through peer-to-peer thought leadership.
- Resource sharing through best-in-breed companies and organizations with proven applications for sustainability and resiliency.
- Experiential guidance and recognition by and for stakeholders in the travel and associated industries through stories and lessons learned.
- Response and recovery methodologies with global and regional applications for long-term success.

Global Tourism Resilience and Crisis Management Centre (GTRCMC)





- **Purpose:** Policy - relevant research on destination preparedness, management and recovery.
- ***GTRCMC*** was conceptualized at the United Nation's World Tourism Organization's Global Conference on Sustainable Development held in Montego Bay, Jamaica in November 2017
- **Launched 2018/9** at the Montego Bay Convention Centre in Jamaica, University of the West Indies (UWI) followed by GTRCMC-EA with Kenyatta University in Nairobi, Kenya
- **Satellite centers in progress:** Nepal, South Africa, Malta, Hong Kong, Bulgaria, Oman, Japan and Costa Rica.
- **New Discussions:** Jordan, Greece, Ghana, Botswana, Spain, Portugal etc
- **Leadership:**
  - **Board of Governors' Chair -** Dr. Taleb Rifai, former UNWTO Secretary General
  - **Co- Chaired** - Hon Edmund Bartlett, Minister of Tourism for Jamaica.
  - **Regional Co-Chair** - H.E. Uhuru Kenyatta (Kenya President)
  - **Board Member** - Hon. Balala CS Tourism and Wildlife

GTRCM Projects

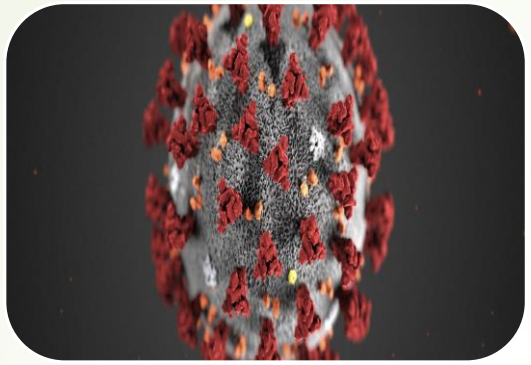
Objectives

- Research
- Policy
- Capacity Building
- Communication
- Projects & Programmes
- Monitoring

Thematic areas of the GTRCMC



Climatic



Pandemic



Security



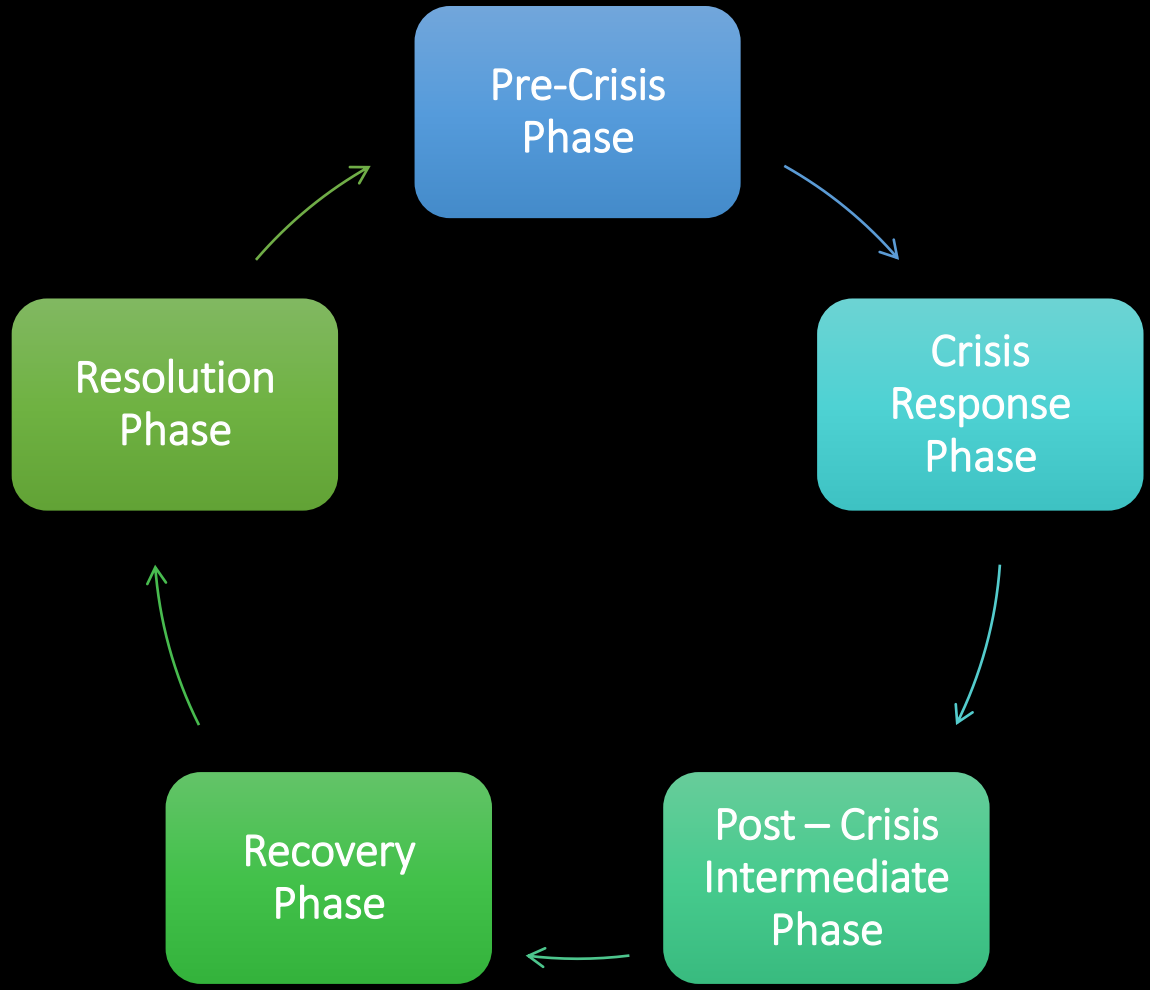
Entrepreneurial



Economic

GTRCMC
Global Tourism Resilience & Crisis Management Centre

GTRCM Centres' Areas of Operation for Every Crisis Affecting Tourism



GTRCMC
Global Tourism Resilience & Crisis Management Centre



Role of GTRCMC

The Centre is tasked with ***researching, capacity building, creating, producing and generating knowledge, toolkits, guidelines and policies and programmes*** on tourism resilience and crisis management.

GTRCMC
Global Tourism Resilience & Crisis Management Centre

Selected Crises Handled by GTRCMC

Health related events

- Coronavirus
- Foot and Mouth Disease
- Salmonella
- Malaria
- H1N1/H5N1
- SARS
- Cholera

Environmental events

- **Geological**
  - Earthquake
  - Volcano
  - Tsunami
- **Extreme weather**
  - Flood
  - Drought
  - Hurricane
  - Wildfire

Societal /political events

- Crime
- Coups
- War
- Oil spills
- Political riots/Civil Unrest
- Terrorism
- Ecological pollution/damage

Economic events / Technological

- Financial/fiscal crisis
- Transportation accident
- Exchange rate collapses
- Cyber-Crimes

GTRCMC
Global Tourism Resilience & Crisis Management Centre

GTRCMC Output

Reports/Tourism and Crisis Management	Policy Papers & Briefs	Conferences, Seminars, Workshops	Social media alerts and information
Resilience toolkits	Response strategies	Policy framework	Journals
Brochures	Security Alerts & Early warnings	Mitigation Strategies	**Tourism Resilience Barometer**

Tourism Destination Resilience by PATA

PATA's Tourism Destination Resilience (TDR) programme was developed to help destinations recover from the COVID-19 crisis and, at the same time, prepare them for future crises.

The end-goal is to help build a more resilient tourism industry.

https://crc.pata.org/tourism-destination-resilience/

PATA Crisis Resource Centre (CRC)

- The *PATA Crisis Resource* Centre (CRC) is a public *resource* aiding in the rapid, robust, and responsible renewal of the Asia Pacific Travel and Tourism Industry.
- The vision of the CRC is to lead, coordinate and sustain a comprehensive world-class digital resource for crisis response, management, and recovery for the Asia Pacific Travel Industry.

PATA's Tourism Destination Resilience (TDR)

- PATA's Tourism Destination Resilience (TDR) programme enables destinations to withstand adversity and bounce forward from crises and disasters through three main steps:
- **Risk assessment (identifying the risks in a destination);**
- **Risk management (preparing for and recovering from crises); and**
- **Adaptive capacity (adapting to the inevitable changes that arise from crises).**

Capacity Building

- To help destinations build capacity, PATA offers the TDR course consisting of ten (10) online **modules** that cover all the necessary steps towards destinations' resilience and long-term sustainability.
- The courses are open-source and can be used by any tourism stakeholders.

https://crc.pata.org/tourism-destination-resilience/

UNWTO

- **UNWTO** "assists members to assess and mitigate risks related to tourism,
- Helps to develop, plan and implement crisis management systems that will reduce the impact of and assist in the recovery from crises“,
- It advocates for the establishment of effective crisis management systems (CMS) and the integration of travel and tourism into the national emergency structures and procedures."

References

- https://openknowledge.worldbank.org/bitstream/handle/10986/34766/Resilient-Tourism-Competitiveness-in-the-Face-of-Disasters.pdf?sequence=7&isAllowed=y
- https://resiliencecouncil.com/
- https://crc.pata.org/tools/resilience-assessment/
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- http://www.ku.ac.ke/gtrcmc/

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