



## **\ Report 2.1.**

***“Consultation report on measures for increasing the resilience of Culture and Tourism”***

**July 2022**

## Table of Contents

Introduction and general context.....	4
1. Resilience in Culture & Tourism .....	6
1.1. Defining resilience .....	6
1.2. Increasing the Resilience of Culture .....	8
1.3. Increasing the Resilience of Tourism.....	11
2. Methodology of the consultation process.....	15
2.1. Stakeholder Mapping and Stakeholder Analysis .....	15
2.2. Online Survey .....	18
3. Consultation results and conclusions.....	19
3.1. Own actions and perspectives .....	19
3.2. Conclusions on the Resilience of Culture.....	19
3.3. Conclusions on the Resilience of Tourism .....	26
Annex 1 - Questionnaire model .....	31

## Table of Figures

Figure 1 Resilience framework and the 4 dimensions of resilience .....	7
Figure 2 Stakeholder analysis main steps .....	16
Figure 3 The Quadruple Helix model .....	17

# Introduction and general context

## Main objectives of the current report:

- Stakeholders' consultation (public administration authorities, interested parties and the general public), to inform the assessment of measures relevant to increasing the resilience of AP3 areas and aligning the priorities of the Culture and Tourism sectors with the objectives of sustainable development;
- Mapping and development of a database of relevant stakeholders in the Danube Region to be involved in the AP3 consultation.

The area covered by the EUSDR is mainly the basin of the 2.857 km long Danube River, also including parts of the mountain ranges where its tributaries originate (like the Alps, or the Carpathians). It stretches from the Black Forest (Germany) to the Black Sea (Romania-Moldova-Ukraine) and is home to around 115 million inhabitants. Involving 14 countries, EUSDR is the largest and most diverse macro-regional strategy, including nine EU Member States (Austria, Bulgaria, Croatia, Czech Republic, parts of Germany, Hungary, Romania, Slovakia, Slovenia), three Accession Countries (Bosnia and Herzegovina, Montenegro, Serbia) and two Neighbouring Countries (Moldova, parts of Ukraine).

## Overview of tourism and culture in the EU - general facts:

- In 2019, the EU-28 tourism industry employed 22.6 million people (11.2% of EU employment) and accounted for 9.5% of EU GDP.
- In 2019, travel and tourism (T&T) grew by 2.3%, while overall GDP growth was only 1.4%<sup>1</sup>.
- Tourism in the EU involves around 3 million enterprises, the vast majority of which are SMEs.
- Tourism is the 4th largest EU export category and brings spill-over benefits to the European economy as a whole: EUR 1 of value added generated by tourism results in an additional EUR 0.56 of value added from other industries<sup>2</sup>.
- Domestic tourism accounted for 65% of tourism expenditure on average in EU in 2019, and 'inbound expenditure' by visitors from other countries for 35%. (Eurostat, 2019).
- 40% of all UNESCO world heritage sites are located in the EU Member States<sup>3</sup>.
- Nearly 9 million people in the EU worked in the field of culture (3.8% of total employment).
- 1.0% of general government expenditure in the EU devoted to cultural services<sup>4</sup>.
- 100 billion euros of government expenditure targeted cultural services, broadcasting and publishing services in the EU Member States (Culture statistics, 2019 edition)<sup>5</sup>

<sup>1</sup> World Travel and Tourism Council: Travel & Tourism - Global Economic Impact & Trends 2020 - May 2020

<sup>2</sup> Kai Böhme, Silke Haarich, Maria Toptsidou, Flavio Besana, Clément Corbineau, Sebastian Hans, Frank Holstein. Regional impacts of the COVID-19 crisis on the tourist sector, Final Report, 2021

<sup>3</sup> Eurostat. Culture statistics - 2019 edition. Eurostat Statistical Books

<sup>4 5</sup> Idem

Today, the role of tourism as an economic sector raises additional requirements in terms of environmental protection and sustainable use of resources, either material or immaterial, in line with the UN New Urban Agenda, the 17 Sustainable Development Goals (SDGs), the 'New European Agenda for Culture' (CE, 2018) and the European Green Deal.

In this context, touristic activities are increasingly linked to the cultural dimension, according to the definition adopted by the UNWTO General Assembly, at its 22nd session (2017): *“Cultural tourism is a type of tourism activity in which the visitor’s essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination. These attractions/products relate to a set of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and the living cultures with their lifestyles, value systems, beliefs and traditions.”*

According to the World Tourism Organisation, economic activities associated with tourism include:

- Accommodation for visitors;
- Food and beverage serving activities;
- Local/International passenger transport: Railway, Road, Water and Air passenger transport, as well as Transport rental;
- Travel agencies, reservation services, tourist operators;
- Cultural activities;
- Sports and recreation;
- Retail trade of country-specific tourism goods.

The most relevant economic sectors are **accommodation, transport and provision of food and beverages in restaurants, bars and cafes**. However, experts underline that more than a third of tourism value added for a domestic economy comes from indirect impacts. This reflects the breadth and depth of links between tourism and other sectors such as retail, construction, entertainment, and professional services<sup>6</sup>.

From a methodological perspective, the current report is based on research on how culture and tourism can be more resilient to unprecedented crises. Based on research, several relevant measures were identified to increase the resilience of the AP3 areas and to align the priorities of the Culture and Tourism sectors with the sustainable development objectives. The measures identified were subject of public consultation as part of a survey, asking stakeholders in the EUSDR area to select and prioritize the proposed measures, as well as to propose new measures and to describe their own situation and actions towards resilience.

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<sup>6</sup> OECD. 2020. OECD tourism trends and policies 2020. Organisation for Economic Co-operation and Development

# 1. Resilience in Culture & Tourism

## 1.1. Defining resilience

The notion of resilience is rapidly gaining ground in the urban and regional sustainability literature. The frequency of recent incidents including natural disasters such as earthquakes, tsunamis, and hurricanes, and difficulties caused by the economic downturn have highlighted the vulnerability of human settlements and highlighted the need for appropriate consideration of resilience in urban and territorial planning. The development of an assessment framework for the evaluation can be an effective way of incorporating resilience-related issues into planning processes.<sup>7</sup>

The concept of resilience has traditionally been used in physics and psychology to respectively indicate the ability of an object to return to its original position after receiving a hit and the ability to successfully survive a shock or trauma. It was first introduced into ecology in 1973 by Holling, who described it as a measure of the ability of systems to absorb change and disturbance without losing the pre-disturbance relationships between their constituent elements.<sup>8</sup>

Despite the abundance of research on resilience, there is still no single, universally accepted definition. Similar to sustainability, resilience is a normative concept which is not easy to be presented in quantitative terms. However, there is a broad consensus in the research community that city as a dynamic entity is not only an ecological system, but also a social one. As a dynamic, socio-ecological system, a city is undergoing a constant process of change and adaptation.

OECD identifies 4 dimensions of resilience:<sup>9</sup>

- The **economic dimension**: this dimension refers to the economic conditions of a city or community, as in employment levels, the diversification of the economic base, the number of businesses, the disposable household income and other factors. It also relates to overall exposure in global economic value chains.
- The **social dimension**: ensuring that society is inclusive and cohesive, citizen networks are active and people have access to opportunities. Resilient cities are able to cope with shocks by adopting a coordinated and coherent set of economic and social policies and practices<sup>10</sup>.
- The **environmental dimension**: resilience matters in the face of environmental degradation, the overuse of resources and the potential costs of climate change and natural disasters. Building environmental resilience requires preparedness at the local level to understand how climate change will impact local communities and to take action to safeguard human well-being and community assets.
- The **institutional aspects**: require clear leadership and long-term vision, sufficient public resources, collaboration with other levels of government, and an open and participatory government. In particular, city authorities are on the front line of effective delivery of public services and data and information sharing. Capacity building in local governments and

<sup>7</sup> 1876-6102 © 2014 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/3.0/>). Peer-review under responsibility of the Organizing Committee of ICAE2014 doi: 10.1016/j.egypro.2014.12.154

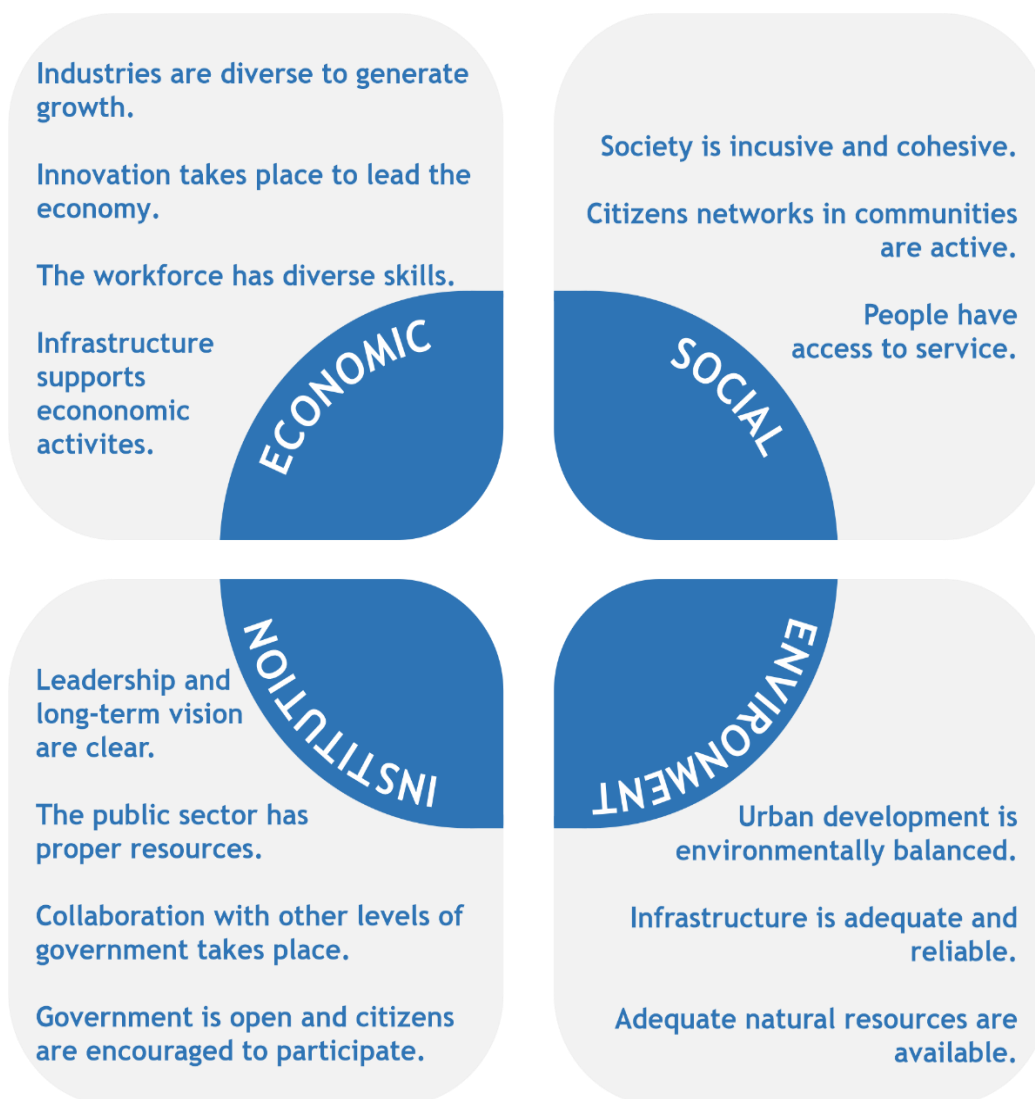
<sup>8</sup> Idem

<sup>9</sup> OECD Regional Development Working Papers 2018/02. Lorena Figueiredo, Taku Honiden, Abel Schumann, Indicators for Resilient Cities, <https://dx.doi.org/10.1787/6f1f6065-en>

<sup>10</sup> OCED. 2014. Overview Paper on Resilient Economies and Societies

development in human resources are indispensable for resilient institutions that are competent and flexible to change<sup>11</sup>.

FIGURE 1 RESILIENCE FRAMEWORK AND THE 4 DIMENSIONS OF RESILIENCE



Source: OECD (2016), “Resilient cities”

The four dimensions are inter-related. For example, “sustainable urban development” is relevant not only for the environment but also for economic and social resilience. In this sense, isolated policy responses cannot effectively address risks, and responses from different policy sectors should be co-ordinated. For this, the OECD has developed a risk governance framework, who includes different steps to understand, prepare for and react to disasters<sup>12</sup>:

<sup>11</sup> OECD Regional Outlook 2014: Regions and Cities: Where Policies and People Meet, OECD Publishing, Paris

<sup>12</sup> OECD Regional Development Working Papers 2018/02. Lorena Figueiredo, Taku Honiden, Abel Schumann, Indicators for Resilient Cities, <https://dx.doi.org/10.1787/6f1f6065-en>



- Establish and promote a comprehensive, all-hazards and transboundary approach to country risk governance to serve as the foundation for enhancing national resilience and responsiveness.
- Build preparedness through foresight analysis, risk assessments and financing frameworks, to better anticipate complex and wide-ranging impacts.
- Raise awareness of critical risks to mobilise households, businesses and international stakeholders and foster investment in risk prevention and mitigation.
- Develop adaptive capacity in crisis management by co-ordinating resources across government, its agencies and broader networks to support timely decision making, communication and emergency responses.
- Demonstrate transparency and accountability in risk-related decision making by incorporating good governance practices and continuously learning from experience and science.

## 1.2. Increasing the Resilience of Culture

Resilience may be defined as the capability of a system or process to absorb disturbance<sup>13</sup> (Folke et al. 2010). Recent conceptions of resilience de-emphasize notions of ‘bouncing back’ to a previous state and place more emphasis on processes of ‘bouncing forward’ involving absorption, learning, adaptation, and transformation than on specific outcomes comparing to previous forms.<sup>14</sup>

Cultural heritage, whether tangible or intangible, is sustainable to the extent that it can adapt to change through creative transformation and continues to develop (Boccardi 2015; Lane 2015). When any specific item of heritage is vulnerable or at risk, it should be investigated how it can be capitalized on despite the existing obstacles or threats. Just like entire societies, cultural heritage that is not adaptable and receptive to transformation is not sufficiently resilient and therefore not sustainable over long periods.

Throughout the past decade, statistics, indicators and data on the cultural sector, as well as operational activities have shown that culture can be a powerful driver for development, with community-wide social, economic and environmental impacts. Moreover, cultural heritage, cultural and creative industries, sustainable cultural tourism, and cultural infrastructure can serve as strategic tools for revenue and jobs generation, particularly in destinations with rich cultural heritage, but also in developing / under-developed territories that could benefit from new economic specialisations..

Unfortunately, the impact of COVID-19 on the culture sector has been devastating by any measure. In addition to the devastating loss of life and the impact on health care systems, it has brought economic hardship to almost every area of the world economy. In the culture sector, many artists and cultural professionals have lost their livelihoods, while cultural organizations and institutions

<sup>13</sup> Folke, C., S. R. Carpenter, B. Walker, M. Scheffer, T. Chapin, and J. Rockström. 2010. “Resilience Thinking: Integrating Resilience, Adaptability and Transformability.” *Ecology and Society* 15

<sup>14</sup> Cornelius Holtorf (2018) Embracing change: how cultural resilience is increased through cultural heritage, *World Archaeology*, 50:4, 639-650, DOI: 10.1080/00438243.2018.1510340



have faced prolonged disruption to their operations.<sup>15</sup> This crisis has exposed the structural fragility of the cultural sector at every level and exacerbated pre-existing inequalities. For too long, governments understood and valued the culture sector primarily for the role it plays in economic growth, often ignoring the sector's other contributions, including to social well-being and to sustainable development.

However, while digitalisation has transformed cultural practices and opened new opportunities for some stakeholders, its impact has been uneven across the culture sector. There are major gaps in capacity, expertise and confidence between large and small organizations, by geography and cultural areas/ fields, from heritage, visual arts and books to audio-visual and interactive media, creative services, and design.<sup>16</sup>

In this context, the culture sector's responses to the possible crisis are complex and nuanced. However, several **key trends**<sup>17</sup> that are reshaping the culture sector in response to the pandemic and other crisis, with potential to drive structural and systemic change in the future, could be identified:

- **Enhanced emphasis on the culture sector's social value** - to achieve this re-balancing, governments and other investors in culture can strive to recognize more fully the social impact and value of culture as a foundation for well-being and inclusive growth. At the same time, cultural organizations can also enhance their commitment to support communities' needs and promote cultural rights for all.
- **Growing awareness of the importance of ensuring the livelihoods of artists and cultural professionals** - several cultural organizations have created support programmes or mentoring sessions for artists and freelancers or developed micro-commissions to engage practitioners this variety of support measures provided crucial support to artists and cultural professionals.
- **Rise of collaboration and increased sectoral solidarity** - during this critical period, some of the most successful and innovative collaborations have been cross-sectoral, where partnerships have focused on specific needs during the pandemic or on at-risk groups, extending into areas such as technology, sustainability and science. Extra-sectoral cooperation has led to new forms of cultural expressions, including through the use of digital technologies.
- **Accelerated adoption of digital practices and techniques** - while the digital transformation was well under way in the culture sector before the pandemic, COVID-19 has exponentially accelerated its development, especially in those domains that had been dependent on in-person audiences and visitors. The digital transformation has resulted in new forms of creation, production, distribution and access to culture, as well as the emergence of new strategic and operational business practices.
- **Adaptation of strategic, operational, and business practices across the value chain** - Many organizations that depend heavily on international tourism, such as iconic cultural sites, have pivoted to local visitors. In many cases, digital modes of engagement provide

<sup>15</sup> UNESCO, Department of Culture and Tourism - Abu Dhabi, 2022. Culture in Times of COVID-19 - Resilience, Recovery and Revival

<sup>16</sup> Idem <sup>6</sup>

<sup>17</sup> These trends were identified on the basis of a wide-ranging literature review of over 100 diverse reports, the UNESCO tracker of government COVID-19 responses, interviews conducted with more than 40 global experts, and quantitative analyses based on data from Oxford Economics and IHS Markit - [https://unesdoc.unesco.org/in/documentViewer.xhtml?v=2.1.196&id=p::usmarcdef\\_0000381524](https://unesdoc.unesco.org/in/documentViewer.xhtml?v=2.1.196&id=p::usmarcdef_0000381524)

alternative revenue streams, but these, however, require making significant changes to strategies and operating models that are not always feasible for all cultural professionals and organizations. Improving the digital experience can be a great approach to growing audience numbers.

To develop it in the most sustainable way possible, it is necessary to find effective measures that can help culture become more resilient considering the current and potential challenges. Although the experience of the pandemic has helped us learn a lot and accelerated some innovative development processes, culture is still a sector that needs more attention, especially to protect cultural values and existing cultural heritage.

Based on the research and literature on increasing the resilience of culture, a series of measures are proposed, building on four main priorities for culture recovery: **MANAGEMENT, CLIMATE CHANGE, CULTURAL KNOWLEDGE and CULTURAL AND CREATIVE INDUSTRIES.**

#### **Sustainable management of cultural heritage:**

- Develop a national natural and cultural heritage (tangible or intangible) registry or list - annual update/number of items inventoried;
- Develop institutions for the conservation and promotion of heritage at the national level with powers of enforcement;
- Develop and implement specific legislation/policies/measures for conservation and promotion of inventoried cultural and natural heritage;
- Develop and implement a management plan(s) for registered heritage sites at the sub-national, national and international level;
- Develop specific measures to involve civil society and/or the private sector in heritage protection, safeguarding, and transmission;
- Develop and implement formal agreements with tour operators for the protection and safeguarding of heritage sites;
- Develop and implement programs for the promotion and dissemination of good safeguarding practices to heritage managers, citizens, and civil society.

#### **Strengthen/adapt the cultural heritage resilience to climate change:**

- Implement National Disaster Risk Reduction Plan(s) for heritage sites/elements;
- Develop a Policy Document on the Impacts of Climate Change and Natural Disaster on heritage;
- Develop specific measures on national and local natural heritage sites to reduce the exposure and vulnerability of people and ecosystems to the risks and hazards of climate changes;
- Develop specific policies/measures to take into account traditional and local community knowledge in assessing the possible impact of climate adaptation on heritage elements and practices;
- Develop policies or actions to reduce environmental impact at heritage sites (energy consumption, waste, etc.);
- Promote/develop training courses on skills in the use of sustainable or natural construction materials supported by local and national authorities.

### **Improve sustainable development practices with the help of cultural knowledge:**

- Develop heritage education programs for children and/or youth that contribute to improving understanding of heritage, promoting diversity and fostering intercultural dialogue;
- Develop regular training, and mentoring opportunities organized or supported by public authorities to build skills in communication, advocacy, and/or fundraising of civil society organizations involved in the promotion of the diversity of cultural expressions.

### **Ways to support culture and creative industries:**

- Develop measures to encourage the formalization and growth of micro/small and medium-sized cultural enterprises;
- Develop measures dealing with the tax status of culture (tax exemptions and incentives designed to benefit the culture sector specifically, such as reduced VAT on books);
- Develop programs/measures to advocate and raise public awareness on culture's contribution to the well-being and sustainable development;
- Develop a National Recovery and Resilience Plan post-crisis for Cultural Heritage;
- Approve new legislation to improve the status and working conditions of artists and cultural workers;
- Develop various investments to use culture as a driver of economic growth (culture increases the attractiveness of places as destinations to live, visit and invest in);
- Develop and digitalization of major cultural institutions.

Such measures that can be used to strengthen the resilience of culture to major changes like crisis, pandemic, natural disasters etc. The proposed measures will be further analysed within the stakeholders' consultation process.

## **1.3. Increasing the Resilience of Tourism**

Tourism is generally regarded as a specific economic activity that has the potential to use and enhance the existing resources, providing some economic effects and injecting capital and motivation to local communities, indicating more prosperous future developments, providing productive alternatives and ensuring certain levels of livelihood sustainability (short or long term).

Tourist destinations have been facing numerous crises caused by climate change, natural disasters, economic recession, political instabilities, internal turmoil etc. These crises have a major impact on inbound tourism flows and consequently on the entire tourism industry and other related fields. For example, the tourism sector was among the most severely affected ones by the COVID-19 crisis. In the spring of 2020, tens of thousands of consumers were affected by flight and package travel cancellations with cross-border consumer disputes in these areas increasing significantly.<sup>18</sup>

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<sup>18</sup> European Commission, 2022. Transition Pathway for Tourism. ISBN 978-92-76-47149-3 doi: 10.2873/344425 ET-01-22-076-EN-N

Now, a paradigmatic shift is taking place in the long-term planning of tourism development, in which the prevailing focus on sustainability is being enhanced with the practical application of resilience planning. Moreover, tourism allows a community to diversify its sources of income and not rely on a single industry. In addition to the remarkable economic contribution it can make, tourism can also be a source of pride for local communities that allows them to develop their own community identity, based on their heritage and culture.

At the same time, tourism is an extremely competitive industry, so for a destination to compete effectively with other destinations, visitors must benefit from high-quality services and experiences. This is especially important in the current context in which travel trends are constantly changing and tourists are looking for more and more attractive places. Tourist attractiveness is directly correlated with urban/ local attractiveness, so the degradation of the physical environment, the built heritage, the green spaces and the public space represent factors to be considered. The principles of attractive tourism consist of the improvement of the tourist experiences, the improvement of the efficiency of the management of the resources, and the maximization of the competitiveness of the destination with an emphasis on sustainable aspects.

According to the European Commission's Communication 'Europe's moment: Repair and Prepare for the Next Generation'<sup>19</sup>, it is expected that new tourism will require an accelerated transformation of existing tourism practices and the development of new branches aimed at sustainability and digitalisation to meet the new demand.

In this case, the European Commission provides Guidance to Member States on Recovery and Resilience Plans. A non-exhaustive list of investment ideas to enable travel and tourism to generate jobs and growth and support green and digital transitions was proposed.<sup>20</sup>

- **Power Up:**
  - Provide additional budget for sustainable tourism promotion at all levels (regional, national, European and global) to help the recovery of travel confidence in domestic, intra-European and long-haul markets and retain the current position of Europe as the most visited tourist destination in the world.
- **Renovate:**
  - Building greener tourism infrastructure across the value chain, including accommodations, transportation and activities.
  - Improvement of infrastructure for sustainable and active travel.
  - Invest in biodiversity and nature-based solutions (e.g. improving infrastructure in protected areas in nature tourism; planting trees; greening urban areas).
  - Invest in research at national or international level to develop more eco-friendly products.
- **Recharge and Refuel:**

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<sup>19</sup> Tourism Manifesto, Brussels 2020. Call for Action: Speed Up Social and Economic Recovery by fostering sustainable Tourism Development  
<https://www.europarl.europa.eu/cmsdata/215782/Manifesto-Paper-Concrete-Investment-Proposals-provisional.pdf>

<sup>20</sup> Idem <sup>10</sup>

- Promote cycle-friendly modes of public transport (airports, railways stations, harbours, bus terminals), including installation of self-sufficient charging stations for e-bikes.
- Promote charging infrastructure at tourist business locations, thereby ensuring electric or hybrid vehicles can be properly utilised.
- **Connect:**
  - Support the creation of alliances between tourism operators for the development of digital solutions that diversify products (also through European networks).
  - Finance research for the development of smart tourism data. Develop a system where private businesses have access to data-sharing instruments and plans in order to make the offer to clients more attractive.
- **Modernise:**
  - Support the Digital transformation programme for Destination Management/Marketing Organisations (DMOs) by equipping them with digital tools to connect to tourist offices, travel agencies and hotels.
  - Invest in the digitalisation of public administration and services, specifically on tourism ecosystems and thematic routes related to natural and cultural heritage.
  - Use technology to develop.
- **Scale-up:**
  - Promote mobility & travel data space and use cases through potential collaborative projects where funding might be needed.
  - Provide funding for (pilot) digital products aimed specifically at improving tourists' experience.
- **Reskill & Upskill:**
  - Adapt education systems to support digital skills and educational and vocational training for all ages to businesses' needs, including new products of emerging tourism (cycling, nature, outdoor, heritage, etc.). Fund educational programmes for developing sustainable, digitally advanced tourism programmes for the new era in tourism.
  - Support incubators, accelerators and labs that encourage partnerships between tech and tourism companies.

In conclusion, with appropriate support, travel and tourism can become effective engines to deliver sustainable development, as they support employment across all areas and demographics. Travel and tourism contribute to wellbeing and generate revenue that can be invested in preserving community identity, culture, and heritage.

To develop in the most sustainable way possible, it is necessary to find effective measures that can help tourism to become more resilient considering the current and potential challenges. Based on the previous consultation and working group on "Tourism Recovery through cooperation - macro-regional needs and opportunities" (2020), a series of measures are proposed, building on four main priorities for tourism recovery (short, medium and long term): **MAPPING the impact on tourism flow and employment, SURVIVAL scheme, RESTORE the freedom of travel and INCREASE THE RESILIENCE OF TOURISM IN DEPENDENT PLACES.**



### **The most important MAPPING measures regarding the recovery of tourism:**

- Develop measures for performance and strategic behaviour: economic-financial analysis, profitability, investments made and planned, etc. (nation level);
- Develop measures for performance and strategic behaviour of certain types of businesses in the destination (hotel structures, trade fairs, congress facilities, cultural organizations etc.
- Collect and analysis of the main attractions of the area;
- Collect and analysis of the main intermediary operators (tour Operators) operating on the destination;
- Conduct a periodic survey on the social, economic, and environmental impact of tourism on the local community;
- Promote close collaboration between the public and private sectors;
- Removal of bureaucratic barriers to local business.

### **The most important measures to help tourism to be resilient as to SURVIVE a crisis, pandemic, natural disaster etc.:**

- Implement fiscal measures such as state aid schemes or VAT rate reduction for a short period;
- Provide short-term financing to avoid business bankruptcy and to support workers, including self-employed persons in the transport, culture and tourism sectors;
- Implement stimulus recovery programs for tourism on rebuilding tourist locations to be more sustainable, which would create jobs in the rebuilding as well as enhance its attraction;
- Support financial liquidity of tourism enterprises: flexibility under state aid rules allows member states to introduce, for example, voucher guarantee schemes and other liquidity support schemes, to help businesses and to guarantee the return of cash to consumers for travel cancelled during a pandemic.

### **The best ways in which tourist confidence and freedom of travel can be RESTORED:**

- Develop a travel promotion campaigns in the EU, restoring citizens' trust in travel;
- Implement health protocols and procedures for inbound non-residents travellers;
- Develop collaborative systems across borders to safety resume travel, restore traveller and business confidence, stimulate demand and accelerate tourism recovery.

### **The most important measures to INCREASE THE RESILIENCE OF TOURISM-DEPENDENT PLACES and adapt to the current needs of tourists:**

- Develop an ecotourism infrastructure
- Large-scale restoration of degraded ecosystems, development of ecological infrastructure in rural and urban areas and better management of protected natural areas
- Promote natural areas, regional and local destinations
- Promote and develop transnational and cross-border cooperation

- Develop management plans / touristic strategy including a section to manage visitors, tourism activity, and derived economic, socio-cultural and environmental impacts
- Develop and adopt a Destination Management Organization to manage the impact of tourism on cultural values
- Develop new policies to reboot the tourism industry
- Develop and digitalize tourism applications

Such measures have the potential to strengthen the resilience of tourism to major changes like crisis, pandemic, natural disasters etc. The proposed measures will be further analysed within the stakeholders' consultation.

## 2. Methodology of the consultation process

### 2.1. Stakeholder Mapping and Stakeholder Analysis

Stakeholder mapping is key when it comes to evaluating the influence and interest of project stakeholders. A simple definition of stakeholder mapping is the process of drawing a visual representation of the various people involved in or affected by the project. The main benefit of a stakeholder map is to get a visual representation of all the people who can influence your project and how they are connected.

Though stakeholder maps can take different shapes and forms, they should always be:

- Easy to read, as their goal is to be used as a quick tool for decision-making;
- Comprehensive, since only a complete overview of the relevant stakeholders can provide useful information;
- Organized into groups based on the nature, common interests and level of influence of the various stakeholders.

Though stakeholders can regroup a large range of widely different people and organizations, most can be sorted into two groups: **internal and external stakeholders**.

- **Internal stakeholders:** this group includes the project team. They are all the actors who have an interest in seeing the project succeed or have an impact on decision-making or project resources.
- **External stakeholders:** these comprise all external people and institutions which could be affected or targeted by the project. They also include all actors who have the power to influence the development or outcome of your project.

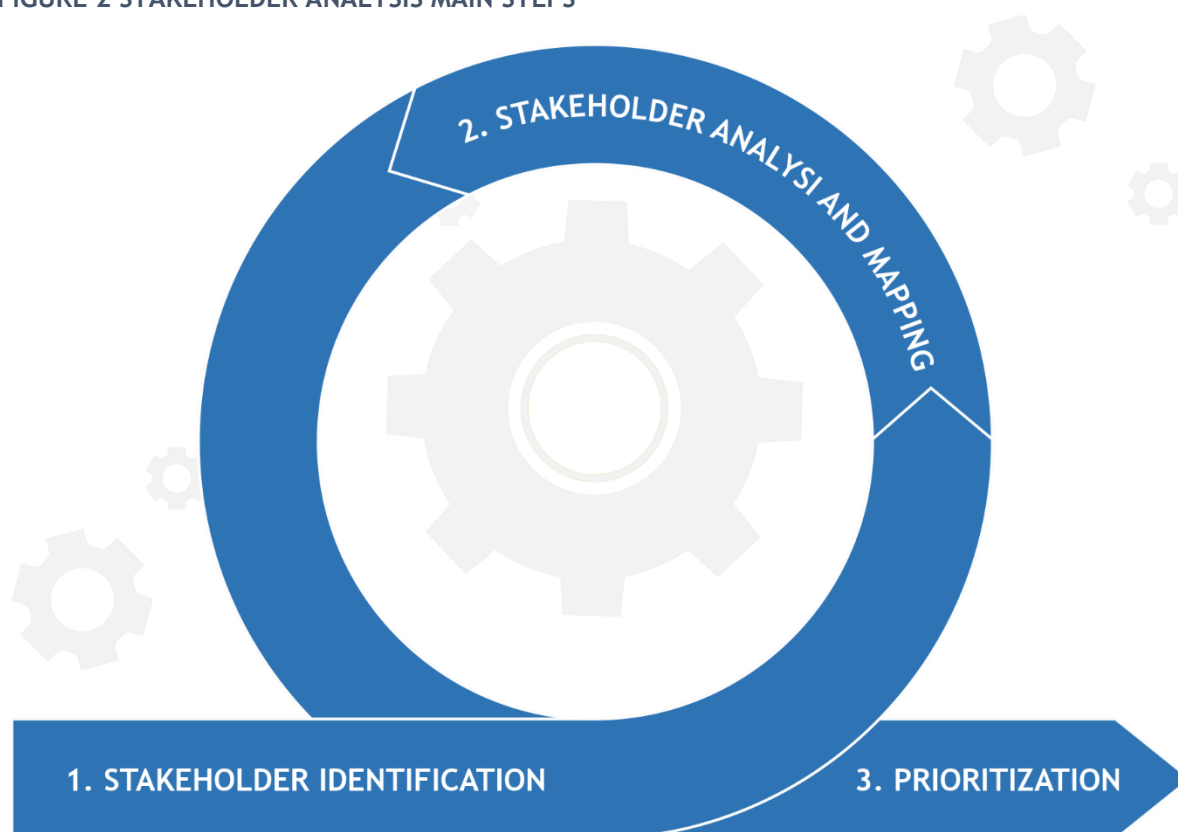
Regarding the relevant actors in the development of a territory, including in the tourism and culture sectors, the quadruple helix model provides the theoretical basis for innovation in the cooperation of local actors, integrating the academic system, political/administrative system, economic system and community representatives. Depending on their public, private or community background, local stakeholders have or may have various roles in the implementation of the action plan, from decision-making and coordination functions, to key factors in their implementation and not lastly, to the end users, whether it is about the inhabitants of the county, or about the visitors of the destination or even the potential investors.



The analysis of EU, national and local stakeholders is a key step in understanding the local context, especially when talking about the tourism sector. Stakeholder analysis is a complex process, aiming to identify key actors and how to involve them in a participatory process. **There are many stakeholder analysis methodologies, but the process generally includes the following main steps:**

- **Stakeholder identification** - based on research, brainstorming and validation actions, an exhaustive list of all actors in the county in the cultural field is compiled, following the four main categories defined within the helix (business environment, university and research environment, public administration and civil society);
- **Stakeholder analysis and mapping** - this stage involves highlighting the role and interest of identified actors;
- **Prioritization of stakeholders** - all previous steps lead to the prioritization of local actors and the identification of future measures to involve/address them.

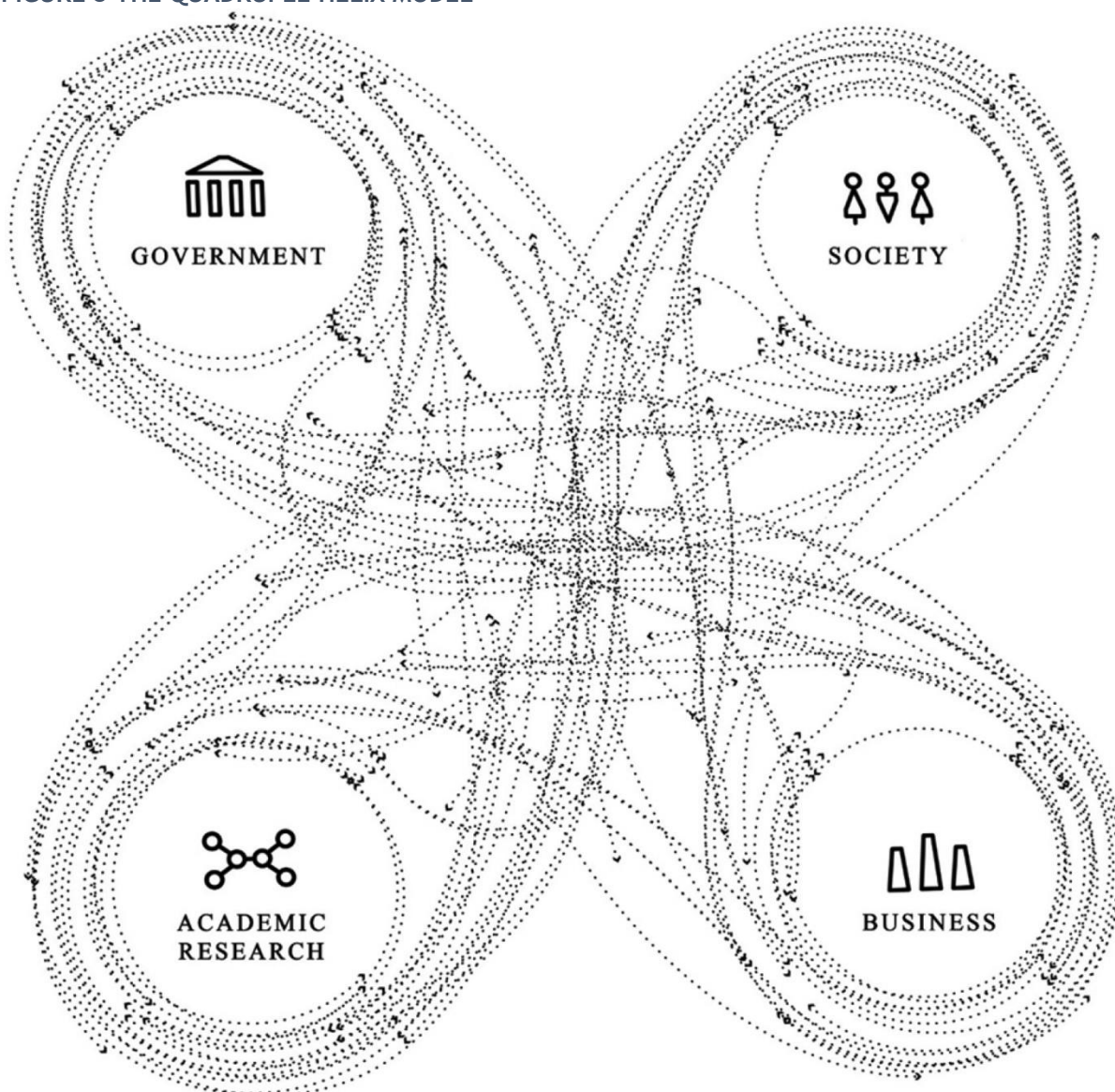
FIGURE 2 STAKEHOLDER ANALYSIS MAIN STEPS



Source: Own adaptation

The process of **IDENTIFICATION** of relevant European, national, regional and local actors followed the quadruple helix approach. The stakeholders' list brings together stakeholders from **public institutions (at the level of cities, regions & local, regional, national & European policy)**, **private organizations (start-ups, SMEs, corporations)**, as well as **academia (researchers, universities, research organizations)** and **citizens**.

FIGURE 3 THE QUADRUPLE HELIX MODEL



Source: adapted by Fraunhofer (2016), originally developed by Carayannis and Campbell (2009), <https://www.sciencedirect.com/science/article/pii/S2405872618301394>

Regarding the **ANALYSIS** of local actors, a very important role is played by the public administration, public institutions and actors with a role in providing public services, especially cultural and tourist, as they represent the main decision makers at local, county or national and with attributions in the development of the county by initiating, coordinating and mediating the actions. In order to be able to coordinate in an efficient and efficient way the development and cooperation of the actors, an entity is needed to permanently strengthen the administrative capacity that includes or is influenced by numerous factors. These factors include:

- An efficient and predictable decision-making process at institutional level;
- An optimal level of accountability of the institutions and subordinate structures;
- Capacity and degree of training of human resources;

- Ability to plan and develop based on current data in the territory;
- Transparency, the degree of access to information and the level of interaction with citizens and actors from the private and independent environment;
- Existence of cooperation relations with other public and private organizations in the country or abroad;
- Increasing the capacity of relevant actors in the cultural-tourist field;
- Encouraging cultural exchanges and partnerships at local, national and European level;
- Supporting the economic development of Buzau County by supporting and developing the cultural and creative sectors;
- Encouraging collaboration between cultural and tourism actors and correlating their offer.

Moreover, on local level, the actors in the field of education and training, culture, nature tourism or private economic entities will be the main partners for the uptake of measures and the development of territory in a sustainable way.

Regarding **PRIORITIZATION**, this involved classifying stakeholders based on their level of Influence, Impact and Interest:

- Their ability to influence change outcomes
- The extent to which they are impacted by the change
- Their level of awareness of the program
- Their level of support.

Thus, a stakeholder group can be weighted on the basis of its influence (or power) over and interest in its relationship to the project. A stakeholder with a high level of both power and interest is a key stakeholder. If this type of stakeholder group encounters a problem, its priority rises. From there, we can develop engagement strategies according to the stakeholder mapping groups.

Prioritization was considered particularly when sending out the survey requests. Considering the overlap with the summer holiday season, the response rate was lower than expected, so several rounds of invitations were sent, up to a database of 2685 contacts (see the annexed list of contacts).

## 2.2. Online Survey

The aim of the survey was to involve a wide range of local actors in the tourism and cultural sector, to identify concrete measures to increase the resilience of the Culture and Tourism sectors.

The proposed approach included:

- Carrying out an online survey within the project titled ‘Culture and Tourism support for integrated sustainable development in the Danube Region’, financed by the Danube Transnational Programme.
- This survey is dedicated to local public administrations, as well as to institutions with a role in the development and provision of cultural-tourist services and of all previously identified categories of stakeholders.

- The main themes of the survey are focused on assessing measures relevant to increasing the resilience of AP3 areas and aligning the priorities of the Culture and Tourism sectors with the sustainable development goals (SDGs).

The survey is an essential part of better understanding the expectations of stakeholders in connection to the objectives addressed by PA3 - EUSDR, and based on the measures identified based on research in Chapter 1.

The proposed online questionnaire can be consulted in Annex 1.

As mentioned before, the deadline for filling in the online questionnaire was extended several times, with a several reminders being sent out, to ensure a wide and representative stakeholders' participation. Where needed, 1:1 clarifications were sent by e-mail.

The survey received 275 responses, out of which 270 valid responses (the respondent can be identified). The respondents can be divided into 4 general categories: public administration, business environment, civil society and universities and research institutions.

## 3. Consultation results and conclusions

### 3.1. Own actions and perspectives

To be more resilient, over the last 5 years stakeholders have extensively updated their organizations and processes. In the context of the recent pandemic, many organizations moved their activity online, contributing to a much more digitalized environment, which now represents an advantage, as it is much easier to connect and collaborate with other remote organizations.

From a financial perspective, several stakeholders mentioned that they diversified their income sources by enlarging their field of expertise and partnerships, accessing EU funds or through more efficient investments. Stakeholders also invested in training and education, developed new management standards, implemented cross-border projects, and adopted an eco-friendlier work routine.

As for the future, stakeholders are looking forward to becoming greener, to complete the digital transition, to expand their services portfolio and to develop more sustainable financial policies. Although there are many measures proposed by stakeholders in order to become more resilient over the next 5 years, the main aspects fall into:

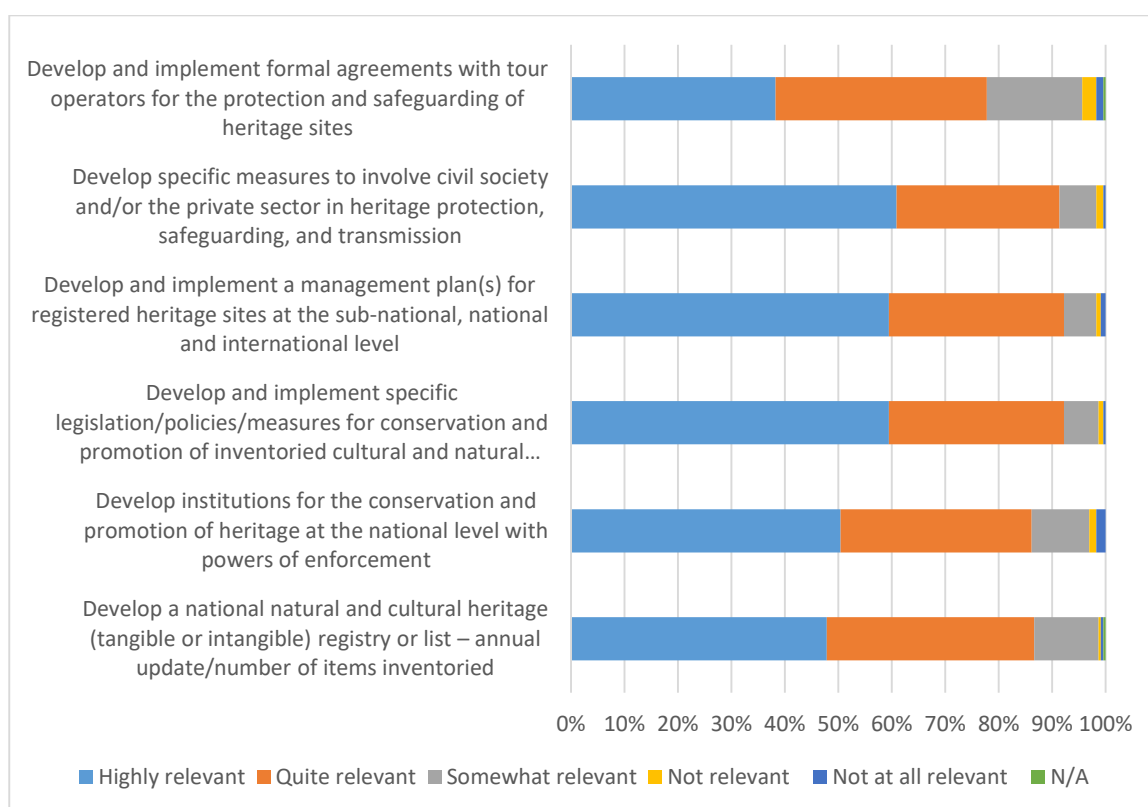
1. green policy,
2. digitalization and
3. education.

### 3.2. Conclusions on the Resilience of Culture

1. To what extent do you think the following measures could contribute to the development of sustainable management of cultural heritage?

The answers from survey indicate that following measures are more likely to contribute to the development of sustainable management of cultural heritage:

1. Develop and implement specific legislation/policies/measures for conservation and promotion of inventoried cultural and natural heritage (92,4% of the respondents consider this measure as highly relevant or quite relevant);
2. Develop and implement a management plan(s) for registered heritage sites at the sub-national, national and international level (92,4% of the respondents consider this measure as highly relevant or quite relevant);
3. Develop specific measures to involve civil society and/or the private sector in heritage protection, safeguarding, and transmission (91,4% of the respondents consider this measure as highly relevant or quite relevant);



Source: Own data based on survey answers

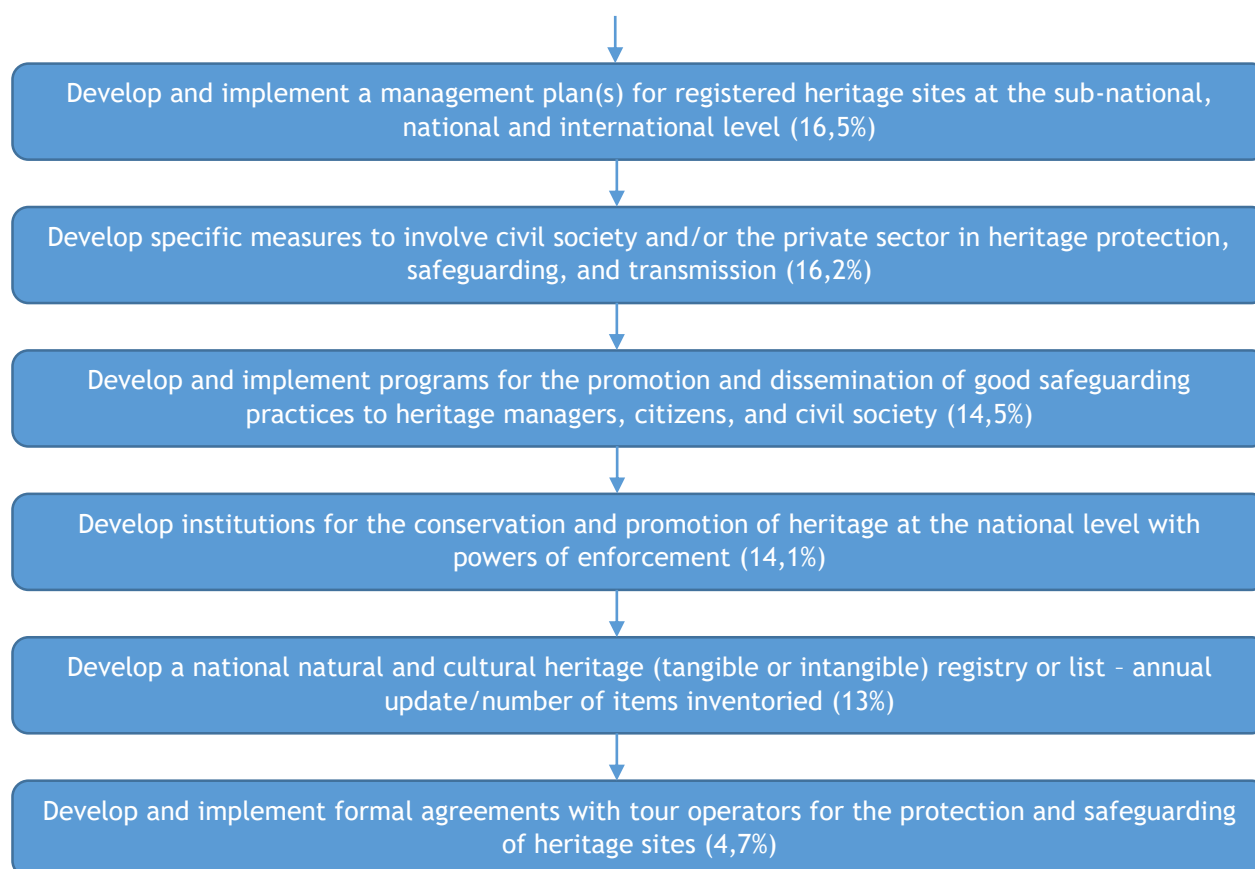
On the other hand, “Developing and implementing formal agreements with tour operators for the protection and safeguarding of heritage sites” is considered by the respondents less likely to contribute to the development of sustainable management of cultural heritage (only 77,3% of the respondents consider this measure highly relevant or quite relevant, and 3,91% consider that this measure is not relevant).

2. Please choose the 3 most important measures from the list or propose other measures that seem more important to you and are not on the list:

The selection reflects the answers to the previous question, showing the following priority order:

Develop and implement specific legislation/policies/measures for conservation and promotion of inventoried cultural and natural heritage (18,4%)





Other options represented 2.6% from the total and included measures related to:

**1. decentralization and promotion of action at the local level:**

- "Involve the local citizens in promoting tourism by sharing their lifestyle for tourists";
- "Involve the local level and local players in the creation and implementation of the management plans of registered heritage";
- "Co-create measures with the local stakeholders and increase their sense of belonging and participation";
- "Allow for self-organisation and initiatives (without formal agreements, plans, policies, legislation, registries) - reinforce self-organisation, initiative, ecosystem approaches";

**2. digitalization:**

- "Develop digitalization, popularization and conservation centers";
- "Contributes to promotion of digitalized heritage";

**3. developing proper actions and financial mechanisms for support:**

- "There is the need to develop and implement proper financial schemes for support";
- "Plans and legislation are always something \*distant\* to achieve. We need concrete, even sectoral measures in this direction";

- “Develop specific measures to involve civil society and private sector in heritage protection at cross border and international level”;
- “Ensure real and claimable support - methodical, material, financial - for the owners of objects/things of cultural heritage in order to implement the protection of this heritage in accordance with the principles of cultural heritage protection”.

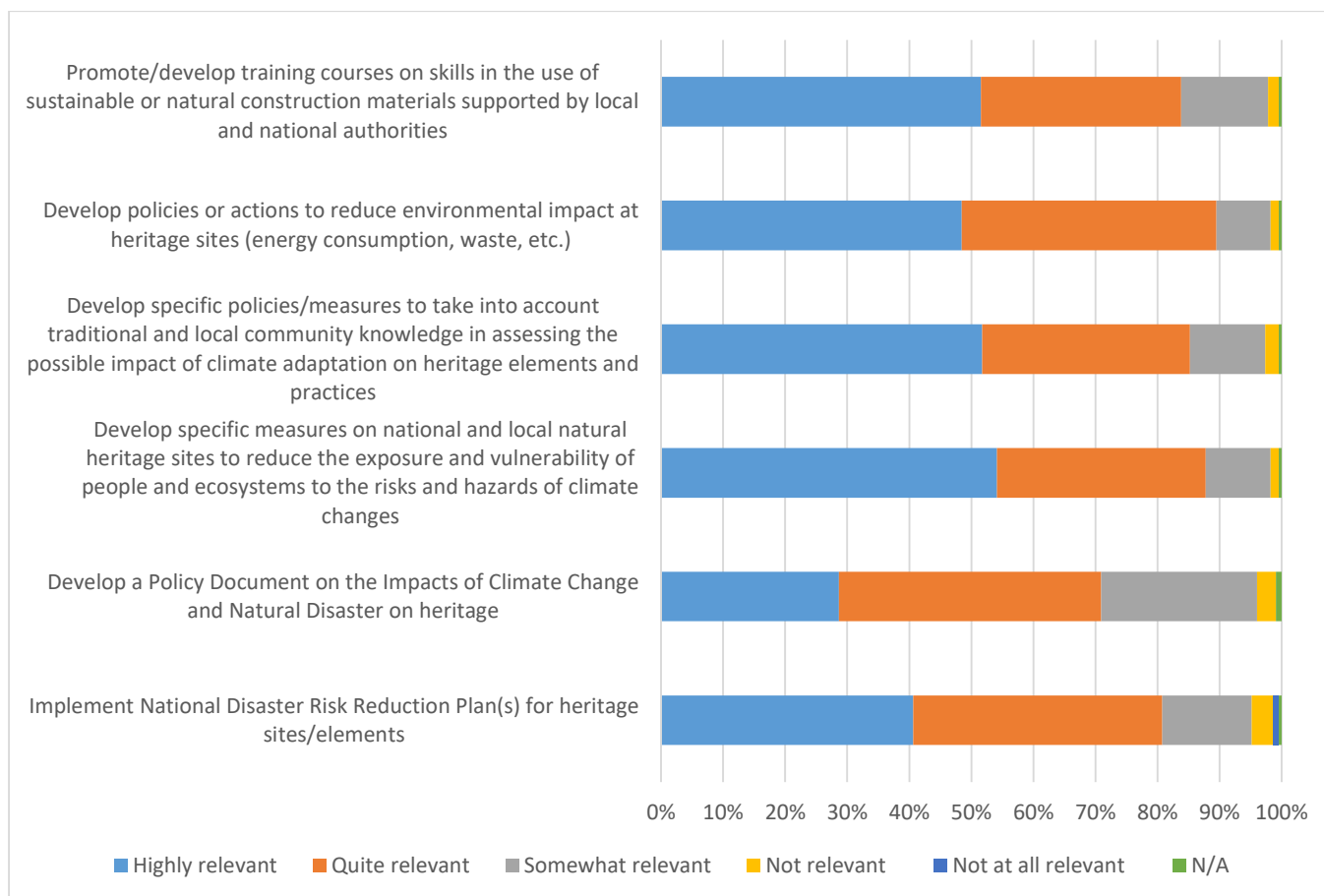
3. To what extent do you think the following measures could contribute to strengthening/adapting the cultural heritage resilience to climate change?

With the increasing impact of climate change in recent years, it is necessary to identify and apply measures that will strengthen the resilience of cultural heritage. As estimated by the survey respondents, the measures most likely to increase the cultural heritage resilience to climate change are:

1. Develop policies or actions to reduce environmental impact at heritage sites (energy consumption, waste, etc.) (89,5% of the respondents consider this measure as highly relevant or quite relevant);
2. Develop specific measures on national and local natural heritage sites to reduce the exposure and vulnerability of people and ecosystems to the risks and hazards of climate changes (87,8% of the respondents consider this measure as highly relevant or quite relevant);
3. Develop specific policies/measures to take into account traditional and local community knowledge in assessing the possible impact of climate adaptation on heritage elements and practices (85,2% of the respondents consider this measure as highly relevant or quite relevant).

The measure less likely to increase the cultural heritage resilience to climate change is considered “Developing a Policy Document on the Impacts of Climate Change and Natural Disaster on heritage”.





Source: Own data based on survey answers

**4. Please choose the 3 most important measures from the list or propose other measures that seem more important to you and are not on the list:**

The hierarchical order, depending on the preferences of the stakeholders, only partially reflects the answers to the previous question. In this case, the prioritization focuses on more operational measures (e.g. community involvement, trainings and skills development):

1. Develop specific measures on national and local natural heritage sites to reduce the exposure and vulnerability of people and ecosystems to the risks and hazards of climate changes.
2. Develop specific policies/measures to take into account traditional and local community knowledge in assessing the possible impact of climate adaptation on heritage elements and practices.
3. Promote/develop training courses on skills in the use of sustainable or natural construction materials supported by local and national authorities.
4. Implement National Disaster Risk Reduction Plan(s) for heritage sites/elements
5. Develop policies or actions to reduce environmental impact at heritage sites (energy consumption, waste, etc.).
6. Develop a Policy Document on the Impacts of Climate Change and Natural Disaster on heritage.

The other options proposed by respondents are related to developing proper actions and financial support, promoting good practices and inclusion of local stakeholders as often as possible.

**5. What are the best ways to improve sustainable development practices with the help of cultural knowledge?**

Based on the answers on improving sustainable development practices, the key factor highlighted by respondents is education, whether it refers to education programmes for children and youth, or to training or mentoring programmes organised by public authorities for civil society and NGO's whose area of expertise refers to cultural heritage and its resilience. The selection, in order of preferences, includes:

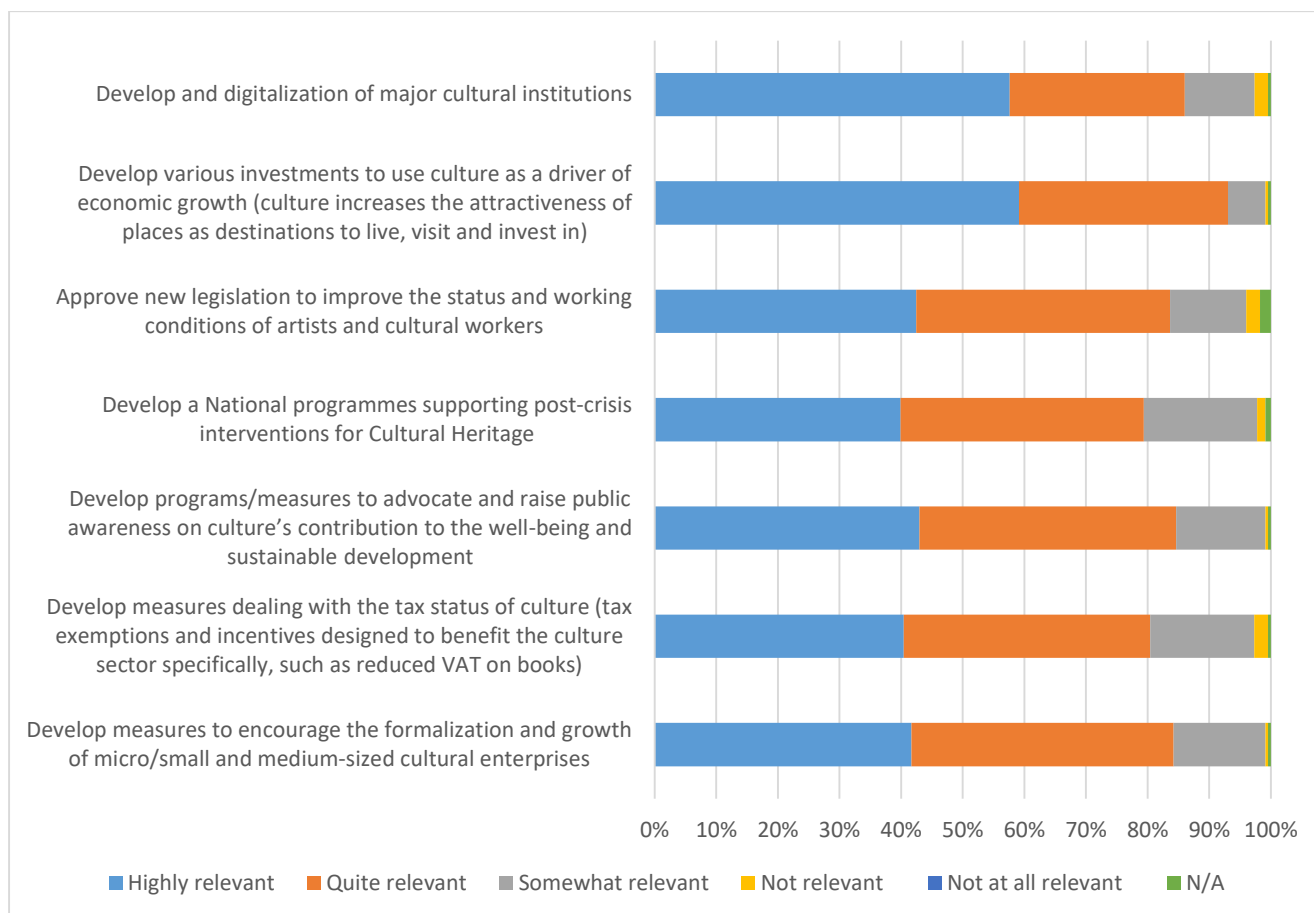
1. Develop heritage education programs for children and/or youth that contribute to improving understanding of heritage, promoting diversity, and fostering intercultural dialogue (49,8% of the respondents consider that this is the best way to improve sustainable development practices).
2. Develop regular training, and mentoring opportunities organized or supported by public authorities to build skills in communication, advocacy, and/or fundraising of civil society organizations involved in the promotion of the diversity of cultural expressions (24,5%).
3. Increase access to examples of good practice (12,9%).
4. Develop new opportunities like participatory planning, working groups, workshops etc. (11,2%)
5. Other measures (1,7%).

**6. To what extent do you think the following measures could support culture and creative industries?**

Creative industries represent a fundamental branch of culture and require an well-substantiated and integrated approach, especially considering the latest years where the sector was significantly by the Covid-19 pandemic. According to answers to the survey, the following measures support culture and creative industries best:

1. Develop various investments to use culture as a driver of economic growth (culture increases the attractiveness of places as destinations to live, visit and invest in) (93% of the respondents consider this measure as highly relevant or quite relevant);
2. Develop and digitalization of major cultural institutions (86% of the respondents consider this measure as highly relevant or quite relevant);
3. Develop programs/measures to advocate and raise public awareness on culture's contribution to the well-being and sustainable development (84,2% of the respondents consider this measure as highly relevant or quite relevant).

“Developing a National program supporting post-crisis interventions for Cultural Heritage” is the measure that was considered to be least relevant (least “highly relevant” and “quite relevant” responses) by respondents.



Source: Own data based on survey answers

While over 80% of the stakeholders consider that all the proposed measures are highly relevant or quite relevant for the support of culture and creative industries, when asked to select the 3 most important measures, they generated the following top:

1. Develop various investments to use culture as a driver of economic growth (culture increases the attractiveness of places as destinations to live, visit and invest in);
2. Develop measures to encourage the formalization and growth of micro/small and medium-sized cultural enterprises;
3. Develop programs/measures to advocate and raise public awareness on culture's contribution to the well-being and sustainable development;
4. Develop and digitalization of major cultural institutions;
5. Develop measures dealing with the tax status of culture (tax exemptions and incentives designed to benefit the culture sector specifically, such as reduced VAT on books);
6. Develop a National program supporting post-crisis interventions for Cultural Heritage;
7. Approve new legislation to improve the status and working conditions of artists and cultural workers.

Other measures suggested by the stakeholders are related to education, promotion of the cultural heritage through and for the citizens and cooperation at cross border level.

In conclusion, aside from the concrete measures prioritized and/ or proposed, the survey results clearly indicate that the resilience of the cultural sector is a cross-sector issue (e.g. encompassing social, economic, heritage, environmental aspects), which requires cross-sector, integrated measures. 3 interrelated pillars could be identified, supporting this approach: decentralization, finance support and cooperation. As cultural heritage differs from region to region, and local authorities and stakeholders are generally best placed to identify the suitable ideas and actions to enhance the resilience of culture, they need financial support, knowledge and clear governance and implementation frameworks, that can be achieved through horizontal and vertical cooperation, including at transnational level.

### 3.3. Conclusions on the Resilience of Tourism

1. What do you think are the most important EVIDENCE GATHERING measures/priorities/actions regarding the recovery of tourism? Please choose the 3 most important measures from the list or propose other measures that seem more important to you and are not on the list.

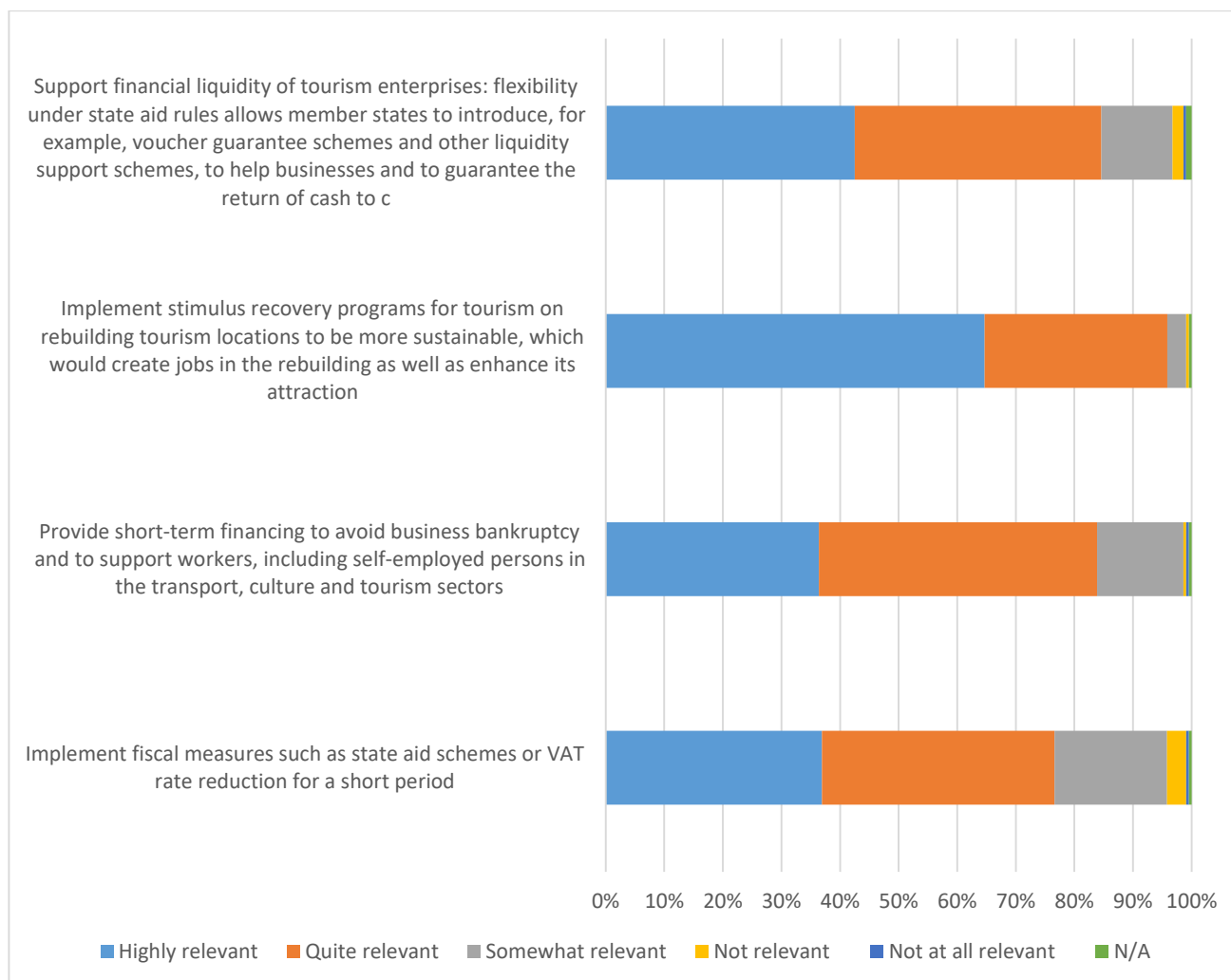
The respondents shown a preference for the top-2 rated measures, targeting directly the tourism businesses, as presented below:

1. Develop measures for performance and strategic behaviour of certain types of businesses in the destination (hotel structures, trade fairs, congress facilities, cultural organizations etc.); (21,8% of the respondents consider that this measure is the most important one)
2. Develop measures for performance and strategic behaviour: economic-financial analysis, profitability, investments made and planned, etc. (nation level) (20,8%)
3. Conduct a periodic survey on the social, economic, and environmental impact of tourism on the local community; (17,2%)
4. Removal of bureaucratic barriers to local business;(14,9%)
5. Promote close collaboration between the public and private sectors; (11,3%)
6. Collect and analysis of the main attractions of the area; (9,5%)
7. Collect and analysis of the main intermediary operators (tour Operators) operating on the destination (1,3%).

Other options presented by the stakeholders are related to financial education and collaboration between private and public sectors to achieve a shared vision of the sector.

2. To what extent do you think the following measures could help tourism to be resilient as to SURVIVE a crisis, pandemic, natural disaster etc.?

Most respondents (over 75%) consider that, to support tourism survive a crisis, pandemic or a natural disaster, each proposed measure is quite relevant or highly relevant. The most relevant one is considered to be “Implementing stimulus recovery programs for tourism on rebuilding tourist locations to be more sustainable, which would create jobs in the rebuilding as well as enhance its attraction” (95,8% of respondents consider this measure as quite relevant or highly relevant), while “Implementing fiscal measures such as state aid schemes or VAT rate reduction for a short period” is considered to be highly relevant or quite relevant by 76,6% of the respondents (lowest score).



Source: Own data based on survey answers

Based on the selection of the top 3 most important measures from the list, the top 3 measures include:

1. Implement stimulus recovery programs for tourism on rebuilding tourist locations to be more sustainable, which would create jobs in the rebuilding as well as enhance its attraction.
2. Provide short-term financing to avoid business bankruptcy and to support workers, including self-employed persons in the transport, culture and tourism sectors.
3. Support financial liquidity of tourism enterprises: flexibility under state aid rules allows member states to introduce, for example, voucher guarantee schemes and other liquidity support schemes, to help businesses and to guarantee the return of cash to consumers for travel cancelled during a pandemic.

Therefore, most stakeholders consider that a financial stimulus for a more sustainable rebuilding, together with some financial liquidity support of tourism enterprises and short-term financing facilities are the key for tourism sector to be able to survive or to recovery from a crisis.

**3. What do you think are the best ways in which tourist confidence and freedom of travel can be RESTORED?**

If freedom of travel can be somehow measured, based on how easy a country or a region can be reached, laws, rules and regulations, confidence of the tourists is more difficult to measure, as it is related to socio-economical behaviours, as well as other subjective factors. The responses clearly indicate a preference for a systemic and collaborative approach on resuming travel:

1. Develop collaborative systems across borders to safely resume travel, restore travel and business confidence, stimulate demand and accelerate tourism recovery (64,5% of the respondents consider that this measure represents the best way in which tourist confidence and freedom of travel can be restored).
2. Develop a travel promotion campaigns in the EU, restoring citizens' trust in travel (23,6%).
3. Implement health protocols and procedures for inbound non-residents travellers (10,4%).

Other options proposed by respondents are related to all three measures above or explain the fact that willingness and ability to travel are highly related to purchasing power, which nowadays is reduced because of different factors, including the high energy prices.

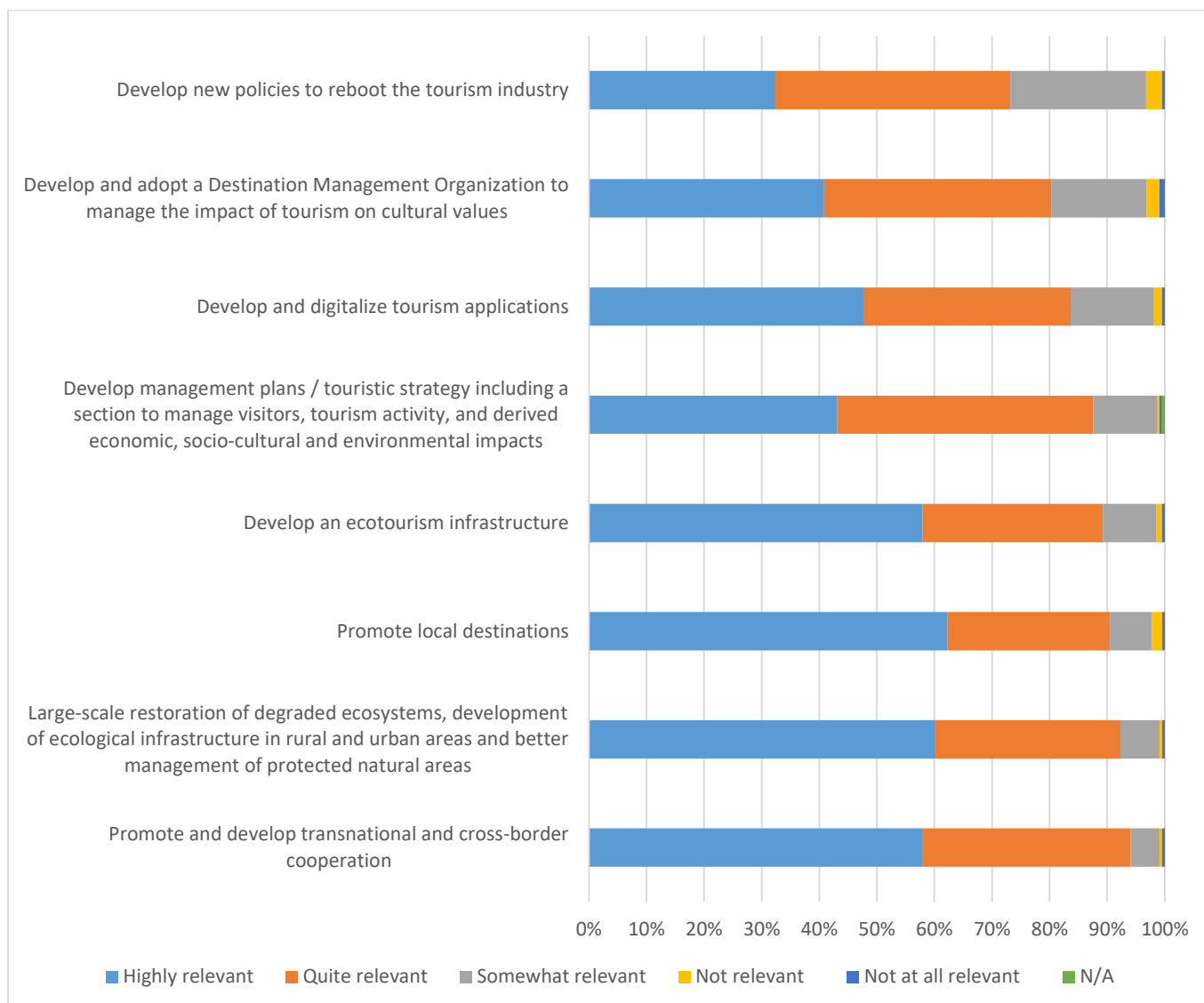
**4. To what extent do you think the following measures could INCREASE THE RESILIENCE OF TOURISM-DEPENDENT PLACES and adapt to the current needs of tourists?**

As shown in the graph below, the top 3 measures (most highly relevant and quite relevant responses) that could increase the resilience of the tourism-dependent places are:

1. Promote and develop transnational and cross-border cooperation (94,1% of the respondents believe that this measure is highly relevant or quite relevant).
2. Large-scale restoration of degraded ecosystems, development of ecological infrastructure in rural and urban areas and better management of protected natural areas (92,3%).
3. Promote local destinations (90,5%).

On the other hand, the following measures recorded the highest percentage of “not relevant” answers:

- Develop new policies to reboot the tourism industry
- Develop and adopt a Destination Management Organization to manage the impact of tourism on cultural values



Source: Own data based on survey answers

From the same list of measures, stakeholders were proposed to select the top 3 most important ones, resulting into the following order of priority:

1. Promote local destinations
2. Develop an ecotourism infrastructure
3. Large-scale restoration of degraded ecosystems, development of ecological infrastructure in rural and urban areas and better management of protected natural areas
4. Promote and develop transnational and cross-border cooperation
5. Develop management plans / touristic strategy including a section to manage visitors, tourism activity, and derived economic, socio-cultural and environmental impacts
6. Develop and adopt a Destination Management Organization to manage the impact of tourism on cultural values
7. Develop and digitalize tourism applications
8. Develop new policies to reboot the tourism industry



Although the proposed measures refer to different activities and perspectives, they are to a large extent interrelated, as also shown by the close scores awarded by respondents (particularly top 5 responses). For example, it is useless to promote a local destination if the destination itself is degraded and needs restoration. Also, a healthy and functional ecotourism infrastructure that will satisfy tourist expectations needs a management plan, promotion and cooperation, including at cross-border, transnational or international levels.

In conclusion, tourism was heavily affected by the recent pandemic, with most of the stakeholders suggesting that this sector needs short-term financing to avoid business bankruptcy and to support workers and investments in rebuilding tourist destinations in a more sustainable way. On the other hand, to increase tourist flows and to build tourist confidence, it is important to create safe conditions for travelling, to ensure proper quality and promotion of tourist destinations. Therefore, similar to the field of culture, the approach on increasing resilience of tourism has to be integrated, fostering a healthy grow of the sector. With regard to the regions along the Danube, cross-border cooperation is particularly important and necessary, not only in tourism, but also in sectors related to socio-economic development, climate change, river navigation, etc.

## Annex 1 - Questionnaire model

### EU STRATEGY FOR THE DANUBE REGION PRIORITY AREA 3 “CULTURE & TOURISM AND PEOPLE TO PEOPLE CONTACTS”

#### ***PA3 - EUSDR survey on measures for increasing the resilience of Culture and Tourism***

*Online via Survey Monkey (a link will be provided after agreeing on the structure of the questionnaire)*

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#### **INTRODUCTION**

*PA3 - EUSDR is carrying out an online survey within the project titled ‘Culture and Tourism support for integrated sustainable development in the Danube Region’, financed by the Danube Transnational Programme.*

*The purpose of the survey is to identify concrete measures to increase the resilience of the Culture and Tourism sectors using the expertise of various stakeholders in these fields.*

*The main themes of the research are focused on assessing measures relevant to increasing the resilience of AP3 areas and aligning the priorities of the Culture and Tourism sectors with the sustainable development goals (SDGs).*

*We would like to know your opinion, based on your valuable experience. This research will help us improve the implementation of PA3 - EUSDR (‘To promote culture and tourism, people to people contacts’) and to identify the best measures to increase the resilience of Culture & Tourism.*

*We kindly invite you to take this 10-minute survey. Your data will be collected anonymously and only used for this research.*

*Thank you for your time!*

## MAIN SECTIONS

### 1. GENERAL INFORMATION

*In order to keep in touch and to complete the database and contacts of stakeholders, please provide us with the following general information.*

- 1.1. The name of the organisation you represent:
- 1.2. Country of your organisation:
- 1.3. Contact information (e-mail address) to keep in touch:

### 2. SECTION DEDICATED TO INCREASING THE RESILIENCE OF CULTURE

*Cultural heritage, whether tangible or intangible, is sustainable to the extent that it can adapt to change through creative transformation. In the face of the latest events and crises, culture has proven that it can adjust depending on different limitations. Just like entire societies, cultural heritage that is not adaptable and receptive to transformation is not sufficiently resilient and therefore not sustainable over long periods.*

*To develop it in the most sustainable way possible, it is necessary to find effective measures that can help culture to become more resilient considering the current and potential challenges for this section, a series of measures are proposed, building on four main priorities for culture recovery: MANAGEMENT, CLIMATE CHANGE, CULTURAL KNOWLEDGE and CULTURAL AND CREATIVE INDUSTRIES.*

- 2.1. To what extent do you think the following measures could contribute to the development of sustainable management of cultural heritage?

Measures	Highly relevant	Quite relevant	Somewhat relevant	Not relevant	Not at all relevant	Don't know/No answer
<i>Develop a national natural and cultural heritage (tangible or intangible) registry or list – annual update/number of items inventoried</i>						
<i>Develop institutions for the conservation and promotion of heritage at the national level with powers of enforcement</i>						
<i>Develop and implement specific legislation/policies/measures for conservation and promotion of</i>						

<i>inventoried cultural and natural heritage</i>	
<i>Develop and implement a management plan(s) for registered heritage sites at the sub-national, national and international level</i>	
<i>Develop specific measures to involve civil society and/or the private sector in heritage protection, safeguarding, and transmission</i>	
<i>Develop and implement formal agreements with tour operators for the protection and safeguarding of heritage sites</i>	

**Please choose the 3 most important measures from the list or propose other measures that seem more important to you and are not on the list:**

- Develop a national natural and cultural heritage (tangible or intangible) registry or list - annual update/number of items inventoried
- Develop institutions for the conservation and promotion of heritage at the national level with powers of enforcement
- Develop and implement specific legislation/policies/measures for conservation and promotion of inventoried cultural and natural heritage
- Develop and implement a management plan(s) for registered heritage sites at the sub-national, national and international level
- Develop specific measures to involve civil society and/or the private sector in heritage protection, safeguarding, and transmission
- Develop and implement formal agreements with tour operators for the protection and safeguarding of heritage sites
- Develop and implement programs for the promotion and dissemination of good safeguarding practices to heritage managers, citizens, and civil society

Other measures / priorities / actions: .....

**2.2. To what extent do you think the following measures could contribute to strengthen/adapt the cultural heritage resilience to climate change?**

Measures	Highly relevant	Quite relevant	Somewhat relevant	Not relevant	Not at all relevant	Don't know/No answer
<i>Implement National Disaster Risk Reduction Plan(s) for heritage sites/elements</i>						
<i>Develop a Policy Document on the Impacts of Climate Change and Natural Disaster on heritage</i>						
<i>Develop specific measures on national and local natural heritage sites to reduce the exposure and vulnerability of people and ecosystems to the risks and hazards of climate changes</i>						
<i>Develop specific policies/measures to take into account traditional and local community knowledge in assessing the possible impact of climate adaptation on heritage elements and practices</i>						
<i>Develop policies or actions to reduce environmental impact at heritage sites (energy consumption, waste, etc.)</i>						
<i>Promote/develop training courses on skills in the use of sustainable or natural construction materials supported by local and national authorities</i>						

**Please choose the 3 most important measures from the list or propose other measures that seem more important to you and are not on the list:**

- a. Implement National Disaster Risk Reduction Plan(s) for heritage sites/elements

- b. Develop a Policy Document on the Impacts of Climate Change and Natural Disaster on heritage
- c. Develop specific measures on national and local natural heritage sites to reduce the exposure and vulnerability of people and ecosystems to the risks and hazards of climate changes
- d. Develop specific policies/measures to take into account traditional and local community knowledge in assessing the possible impact of climate adaptation on heritage elements and practices
- e. Develop policies or actions to reduce environmental impact at heritage sites (energy consumption, waste, etc.)
- f. Promote/develop training courses on skills in the use of sustainable or natural construction materials supported by local and national authorities

Other measures / priorities / actions: .....

**2.3. What are the best ways to improve sustainable development practices with the help of cultural knowledge?**

- a. Develop heritage education programs for children and/or youth that contribute to improving understanding of heritage, promoting diversity and fostering intercultural dialogue
- b. Develop regular training, and mentoring opportunities organized or supported by public authorities to build skills in communication, advocacy, and/or fundraising of civil society organizations involved in the promotion of the diversity of cultural expressions
- c. Increase access to examples of good practice
- d. Develop new opportunities like participatory planning, working groups, workshops etc.

Other measures / priorities / actions: .....

**2.4. To what extent do you think the following measures could support culture and creative industries?**

Measures	Highly relevant	Quite relevant	Somewhat relevant	Not relevant	Not at all relevant	Don't know/No answer
<i>Develop measures to encourage the formalization and growth of micro/small and medium-sized cultural enterprises</i>						
<i>Develop measures dealing with the tax status of culture (tax exemptions and incentives designed to benefit the culture sector specifically, such as reduced VAT on books)</i>						
<i>Develop programs/measures to advocate and raise public awareness on culture's contribution to the well-being and sustainable development</i>						
<i>Develop a National programmes supporting post-crisis interventions for Cultural Heritage</i>						
<i>Approve new legislation to improve the status and working conditions of artists and cultural workers</i>						
<i>Develop various investments to use culture as a driver of economic growth (culture increases the attractiveness of places as destinations to live, visit and invest in)</i>						
<i>Develop and digitalization of major cultural institutions</i>						

**Please choose the 3 most important measures from the list or propose other measures that seem more important to you and are not on the list:**



- a. Develop measures to encourage the formalization and growth of micro/small and medium-sized cultural enterprises
- b. Develop measures dealing with the tax status of culture (tax exemptions and incentives designed to benefit the culture sector specifically, such as reduced VAT on books)
- c. Develop programs/measures to advocate and raise public awareness on culture's contribution to the well-being and sustainable development
- d. Develop a National programmes supporting post-crisis interventions for Cultural Heritage
- e. Approve new legislation to improve the status and working conditions of artists and cultural workers
- f. Develop various investments to use culture as a driver of economic growth (culture increases the attractiveness of places as destinations to live, visit and invest in)
- g. Develop and digitalization of major cultural institutions

Other measures / priorities / actions: .....

### 3. SECTION DEDICATED TO INCREASING THE RESILIENCE OF TOURISM

*Tourism destinations have been facing numerous crises caused by climate change, natural disasters, economic recession, political instabilities, internal turmoil etc. These crises affect considerably inbound tourism flows and consequently the tourism industry.*

*To develop it in the most sustainable way possible, it is necessary to find effective measures that can help tourism to become more resilient considering the current and potential challenges. For this section, a series of measures are proposed, building on four main priorities for tourism recovery (short, medium and long term): **EVIDENCE GATHERING** of the impact on tourism flow and employment, **SURVIVAL** schemes, **RESTORE** the freedom of travel and **INCREASE THE RESILIENCE OF PLACES** that depend on **TOURISM**. These priorities resulted from the previous consultation and working group on "Tourism Recovery through cooperation - macro-regional needs and opportunities" (2020).*

**3.1. What do you think are the most important EVIDENCE GATHERING measures / priorities / actions regarding the recovery of tourism? Please choose the 3 most important measures from the list or propose other measures that seem more important to you and are not on the list:**

- a. Develop measures for performance and strategic behaviour: economic-financial analysis, profitability, investments made and planned, etc. (nation level)
- b. Develop measures for performance and strategic behaviour of certain types of businesses in the destination (hotel structures, trade fairs, congress facilities, cultural organizations etc.
- c. Collect and analysis of the main attractions of the area

- d. Collect and analysis of the main intermediary operators (tour Operators) operating on the destination
- e. Conduct a periodic survey on the social, economic, and environmental impact of tourism on the local community
- f. Promote close collaboration between the public and private sectors
- g. Removal of bureaucratic barriers to local business

Other measures / priorities / actions: .....

**3.2. To what extent do you think the following measures could help tourism to be resilient as to SURVIVE a crisis, pandemic, natural disaster etc.?**

Measures	Highly relevant	Quite relevant	Somewhat relevant	Not relevant	Not at all relevant	Don't know/No answer
<i>Implement fiscal measures such as state aid schemes or VAT rate reduction for a short period</i>						
<i>Provide short-term financing to avoid business bankruptcy and to support workers, including self-employed persons in the transport, culture and tourism sectors</i>						
<i>Implement stimulus recovery programs for tourism on rebuilding tourism locations to be more sustainable, which would create jobs in the rebuilding as well as enhance its attraction</i>						
<i>Support financial liquidity of tourism enterprises: flexibility under state aid rules allows member states to introduce, for example, voucher guarantee schemes and other liquidity support schemes, to help businesses and to guarantee the return of cash to consumers for travel cancelled during a pandemic</i>						

Please choose the **3 most important measures** from the list or propose other measures that seem more important to you and are not on the list:

- Implement fiscal measures such as state aid schemes or VAT rate reduction for a short period
- Provide short-term financing to avoid business bankruptcy and to support workers, including self-employed persons in the transport, culture and tourism sectors
- Implement stimulus recovery programs for tourism on rebuilding tourism locations to be more sustainable, which would create jobs in the rebuilding as well as enhance its attraction
- Support financial liquidity of tourism enterprises: flexibility under state aid rules allows member states to introduce, for example, voucher guarantee schemes and other liquidity support schemes, to help businesses and to guarantee the return of cash to consumers for travel cancelled during a pandemic

Other measures / priorities / actions: .....

**3.3. What do you think are the best ways in which tourist confidence and freedom of travel can be RESTORED?**

- Develop a travel promotion campaigns in the EU, restoring citizens' trust in travel
- Implement health protocols and procedures for inbound non-residents travellers
- Develop collaborative systems across borders to safely resume travel, restore traveller and business confidence, stimulate demand and accelerate tourism recovery

Other measures / priorities / actions: .....

**3.4. To what extent do you think the following measures could INCREASE THE RESILIENCE OF TOURISM-DEPENDENT PLACES and adapt to the current needs of tourists?**

Measures	Highly relevant	Quite relevant	Somewhat relevant	Not relevant	Not at all relevant	Don't know/No answer
Develop an ecotourism infrastructure						
Large-scale restoration of degraded ecosystems, development of ecological infrastructure in rural and urban areas and better management of protected natural areas						

<i>Promote local destinations</i>	
<i>Promote and develop transnational and cross-border cooperation</i>	
<i>Develop management plans / touristic strategy including a section to manage visitors, tourism activity, and derived economic, socio-cultural and environmental impacts</i>	
<i>Develop and adopt a Destination Management Organization to manage the impact of tourism on cultural values</i>	
<i>Develop new policies to reboot the tourism industry</i>	
<i>Develop and digitalize tourism applications</i>	

**Please choose the 3 most important measures from the list or propose other measures that seem more important to you and are not on the list:**

- a. Develop an ecotourism infrastructure
- b. Large-scale restoration of degraded ecosystems, development of ecological infrastructure in rural and urban areas and better management of protected natural areas
- c. Promote local destinations
- d. Promote and develop transnational and cross-border cooperation
- e. Develop management plans / touristic strategy including a section to manage visitors, tourism activity, and derived economic, socio-cultural and environmental impacts
- f. Develop and adopt a Destination Management Organization to manage the impact of tourism on cultural values
- g. Develop new policies to reboot the tourism industry
- h. Develop and digitalize tourism applications

Other measures / priorities / actions: .....

#### 4. OVERALL MEASURES TO INCREASE RESILIENCE

4.1. *What types of measures has your organization taken in the last 5 years to become more resilient?*

.....

4.2. *What types of measures would your organization want to implement in the next 5 years to become more resilient?*

.....

*Other relevant priorities / actions / measures/ comments for increasing the resilience of Culture and Tourism?*

.....