Doing Tourism While Advancing Peace and Development

Practical guidelines for conflict-sensitive business practices in the tourism sector

Project Head	**University Klagenfurt,** Center for Peace Research andPeace Education, Austria	In cooperation with the **World Tourism Organisation (UNWTO)**

Project Team	**Center for Peace Research and Peace Education**, Austria (Project Head)	**COMPASS GmbH**, Germany (Project Lead and Management)	**International Alert**, UK (Research Partner)	**Swisspeace**, Switzerland (Research Partner)	**Swedish Tourism Innovation Center** Sweden (Strategic Communication)

Project Duration	**18 Months**
Founding Amount	**250.000 EUR**

"Travel has become one of the great forces for peace and understanding in our time. As people move throughout the world and learn to know each other, to understand each other's customs and to appreciate the qualities of individuals of each nation, we are building a level of international understanding which can sharply improve the atmosphere for world peace."

John F. Kennedy

Executive Summary

Tourism is very vulnerable to any form of conflict and thus highly dependent on a certain level of security and safety in order to carry out its operations, cater for tourist arrivals and develop new destinations.

At the same time the tourism sector is highly resilient and recovers in the aftermath of a conflict very rapidly and is able to adapt its activities to particular circumstances. Tourism often operates in conflict-affected environments, although tourism operators often lack the understanding and capacity on how reduce the risk of conflict, let alone how to avoid a negative impact on the conflict. Neither do they fully understand how they can harness the positive contribution of their business towards peace-building.

It is this lack of understanding and capacity that the project wishes to address, based on the assumption that tourism can play an enhanced positive role in peace-building. The private sector can contribute to economic recovery in many post- conflict settings, with investments generating jobs, business opportunities and bringing managerial know-how and expertise to the local population. Further, based upon mutual economic interests, the private sector can bring people across the divide together to pursue a common goal.

The objective of this project is to help the tourism industry in better understanding its operating context in conflict-affected countries and to help the industry to act upon this understanding; namely to reduce risks and impacts associated with conflict and to maximise the positive contribution to peacebuilding. Based on research, the outcome of this project will be **practical guidelines** for the tourism **private** sector in source markets and destinations on how to do business in a conflict- prone setting (conflict and post-conflict) and at the same time advancing peace and development. In addition and as an outcome of the research **recommendations** for the **public** sector on how to support the work of the tourism private sector in order to harness the positive contribution of business towards peace-building will be elaborated.

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1 Background

Tourism is a vibrant dynamic industry contributing to prosperity, development and employment. The industry continues to experience growth and is one of the fastest growing economic sectors in the world. It has become one of the major players in international commerce and represents one of the main sources of income for many developing countries. According to the World Tourism Organization travel and tourism represent an estimated 5% of world's global gross domestic product with a strong multiplier effect in other sectors. It is a powerful source of export revenues, contributing 30% of the world's services exports (USD 1 trillion a year) and about 45% of the total services exports in developing countries. In 2010 the tourism industry represented around 8% of the total job market worldwide, equivalent to about 235 million jobs (direct and indirect), or one in every 12.3 jobs.[1] In 2012, for the first time, more than one billion international tourist arrivals were counted worldwide. This number will continue to increase by 3.3% a year on average, which are about 43 million additional tourist arrivals. In 2030, international tourist arrivals will reach about 1.8 billion[2].
In order to be able to further grow as forecasted, several factors that impact on tourism are of relevance, while the key factors are security and safety. The absence of peace leads to an absence of tourism and a minimal level of security and safety is a prerequisite for the tourism industry to function. The most recent example is the Arab Spring and its impact on tourism. The steep decline in international tourist arrivals and thus receipts in Egypt and Tunisia (about -30%[3] in 2011) clearly showcased the vulnerability of the tourism sector during these unrests. Once the first unrests ended during 2012, the tourism sector immediately recovered and even increased its numbers. In Egypt the recovery ended abruptly in summer 2013, when the next unrests started. Again a significant decline in international arrivals was recorded (-24,5 % in July and -45,6 % in August 2013[4]).
There are many other conflicts of different levels of intensity[5] that can be found throughout the globe that hinder tourism development to various degrees.

Usually the phase of the conflict itself and the time after the settlement of the conflict are marked by the attempt of the many mostly small private actors, "somehow" to survive or quickly win back customers and rebuild their business again. This reconstruction is done mostly uncoordinated and without an overarching plan. Such lack of coordination and guidance is based on the lack of knowledge on how to act and react under such specific circumstances that comprise conflict-prone settings.

This lack of knowledge on how to use tourism as an instrument for peace-building efforts in conflict-prone settings is remarkable, since tourism is one of the largest industries with an immense global economic power that involves a multitude of

[1] ILO, Development and Challenges in the Hospitality and Tourism Sector, Issues Paper for Discussion at the Global Forum for the Hotels, Catherin, Tourism Sector, November 2010
[2] UNWTO Tourism Towards 2030- Global Overview, Madrid, 2011.
3 UNWTO Barometer, January 2012
[4] UNWTO Barometer, October2013
5 For more information on the amount of conflicts and their intensity please see: Heidelberg, International Institute for International Conflict Research, http://www.hiik.de/en/methodik/index.html

different actors of different types and sizes and is closely intertwined with the landscapes, towns, and other economic sectors, politics and the social environment in the destinations. Given that it touches almost all aspects of everyday life of the local populations in the destinations and brings, if managed sustainably, many social, economic, environmental and cultural benefits, it is only right to start harnessing its peacebuilding potential.

Thus, it is believed that by providing guidance to the tourism industry on how to be conflict-sensitive in conflict and post-conflict settings not only this gap of knowledge will be filled, but the private sector also will be enabled to reduce its business costs and risks that arise in these specific conflict-affected settings. At the same time the actors will better understand their role in such complex surroundings.

It is therefore the intention of this proposed project to assist the private and public sectors in obtaining a better understanding on their options of building a conflict-sensitive tourism sector that helps them in mitigating costs and risks and at the same time contributes to conflict transformation processes. Whilst focus will be on the private providers in source, as well as in target markets in countries, regions and sub-regions that have suffered or currently suffer from a conflict also the public authorities and the local communities in the target market will gain a better understanding on their specific roles in such constellations.

2 Baseline

The proposed project builds strongly on a research project that has been conducted by a part of the project partners (COMPASS GmbH, swisspeace and International Alert) in 2008-2010 (financed by the DSF- German Foundation for Peace Research). The aim of the study was to research the relationship between the tourism industry and conflict-affected destinations in Sri Lanka, Croatia and Rwanda[6].

This previous research showed:

- That there is limited understanding regarding the (potential) contributions of public and private tourism sector actors in restoring peace as well as the realities of business actors in conflict contexts.[7]
- Many activities of providers related to peace are likely to have been implemented as a coping strategy or to mitigate risk. Mainly due to the complexity of issues surrounding conflicts, private sector actors have gaps in their capacity to fully grasp the conflict contexts and of how their actions can contribute to peace promotion and conflict prevention. Though this fact is understandable considering the complex and cross-linked structure of the tourism sector however the private sector is dependent upon security and stability and is increasingly being identified as a potential 'driver for development'[8].
- Economic self-interest is an important but not sufficient mobilizing factor for corporate engagement in peace. Factors, such as a lack of awareness regarding the options for business contributions to peace-building; a lack of organizational capacity, and political space for engagement, negatively influenced the willingness and ability of tourism actors to assume an active role in peace-building.

With the DSF-study a solid knowledge- base has been created and it can be continued working from there. The task now is to use the academic research results from the DSF-study in order to use them as a basis and additionally to the further research results that will be achieved in the framework of the project, elaborate for the elaboration of concrete and application-oriented guidelines for the private tourism sector and recommendations for the public sector.

Whereas the DSF-study was focused on the private tourism sector in post-conflict destinations having overcome a civil war and was written from the peace researchers' point of view, the proposed study will take the perspective of the private tourism stakeholders and a much broader conflict context (not only civil war) into account.

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6 DSF-Study: JORAS U./PALME K./ALLURI R./LEICHER M./, Tourism, Peace and Conflict: Effects, Strategies and the Private Sector Engagement in Peace-building, DSF- German Foundation for Peace Research, Osnabrück, DSF No 26, 2011

7 DSF-Study: JORAS U./PALME K./ALLURI R./LEICHER M./, Tourism, Peace and Conflict: Effects, Strategies and the Private Sector Engagement in Peace-building, DSF- German Foundation for Peace Research, Osnabrück, DSF No 26, 2011, p.XI

8 See: World Bank. 2013. 'Jobs'. World Development Report.

3. Aim

The overall aim of this project is to assist the tourism private and public sector in better understanding their options in conflict and post- conflict settings and thus reduce costs and risks while at the same time to support peace processes.

Outputs:

- **Practical guidelines** on conflict-sensitive business practices for private tourism providers in source and target markets in conflict and post-conflict areas.
- **Recommendations** for the public sector on how to support the work of the tourism private sector in order to harness the positive contribution of business towards peace-building.
- An **online 'community** of research and practice' on "Tourism, Conflict and Peace" that shall provide a platform for exchanging views on the applicability of the research results in real business life. In particular it shall help in the formulation of and discussion of the practical guidelines on conflict-sensitive business practices for private tourism providers.

Outcome:

- Better understanding on how to do tourism- related business in conflict-affected areas in order to reduce negative impacts on conflicts and to harness the positive ones towards peace-building
- Conflict-sensitive approach in the reconstruction of the business once a conflict ends and thus reduction of costs and risks of the tourism providers
- Better understanding among the tourism stakeholders on their options in contributions to peace-building efforts in general, conflict transformation and reconciliation efforts in particular
- Better understanding on specifics of a partnership between public and private sector in conflict and post-conflict areas in order to limit negative impacts and harness positive ones
- Awareness of the public sector on how to assist the private sector in conflict-sensitive business and understanding on how to maximize their positive impact on peace-building, e.g. better investment conditions, human resource policies, taxation issues, leverage of association building, short bureaucracy paths etc.
- Empowerment of local tourism stakeholders through the creation of jobs and thus contribution to conflict transformation processes in the countries or regions that recover from a conflict
- Enablement of the international community in supporting projects related to conflict sensitive tourism- development with the aim to contribute to political stability in the countries or regions that recover from a conflict

3 Beneficiaries

Direct Beneficiaries

The *direct beneficiaries* of this project will be private providers in the tourism industry that are doing business in conflict and post-conflict-settings. This includes local private stakeholders in the destinations and those operating in the source markets. For each of these major tourism segments, the guidelines will also include corresponding checklists that will give orientation in the stakeholder's daily work. But also for the host- and knowledge community distinctive benefits are expected.

The major benefits for the Business Sector (the tourism industry in the source and target markets e.g. tour operators, travel agencies, the hotel and catering sectors, private attractions, trade associations, chambers of commerce etc.) will derive from the application of the guidelines in the medium and long term. The guidelines will act as practical tool for private sectors in the source as well as the target destinations. In the target destinations they will actively support the tourism industry throughout the reconstruction. Furthermore, a simultaneously increased awareness of the respective public sector will facilitate private sector initiatives and boost the positive effects for all stakeholders involved. The tourism industry of the tourist's source market will benefit from a higher certainty towards their customers through better structured reconstruction processes at the target destination.

Indirect Beneficiaries

The *indirect beneficiaries* of this project will be: the Public Sector (local, regional and national authorities; tourist boards; public attractions such as national and regional parks, archaeological sites, museums, transports and local development agencies. The benefits derive from the research activity and from the dissemination of the guidelines. There will be an increasing awareness about the role of the tourism industry for peace-building processes which will also facilitate the generation of funding, for example for capacity building as well as consulting projects. The online Tourism & Peace and Conflict research community will leverage these benefits and can moreover serve the public sector as important source of information such as best practice examples.

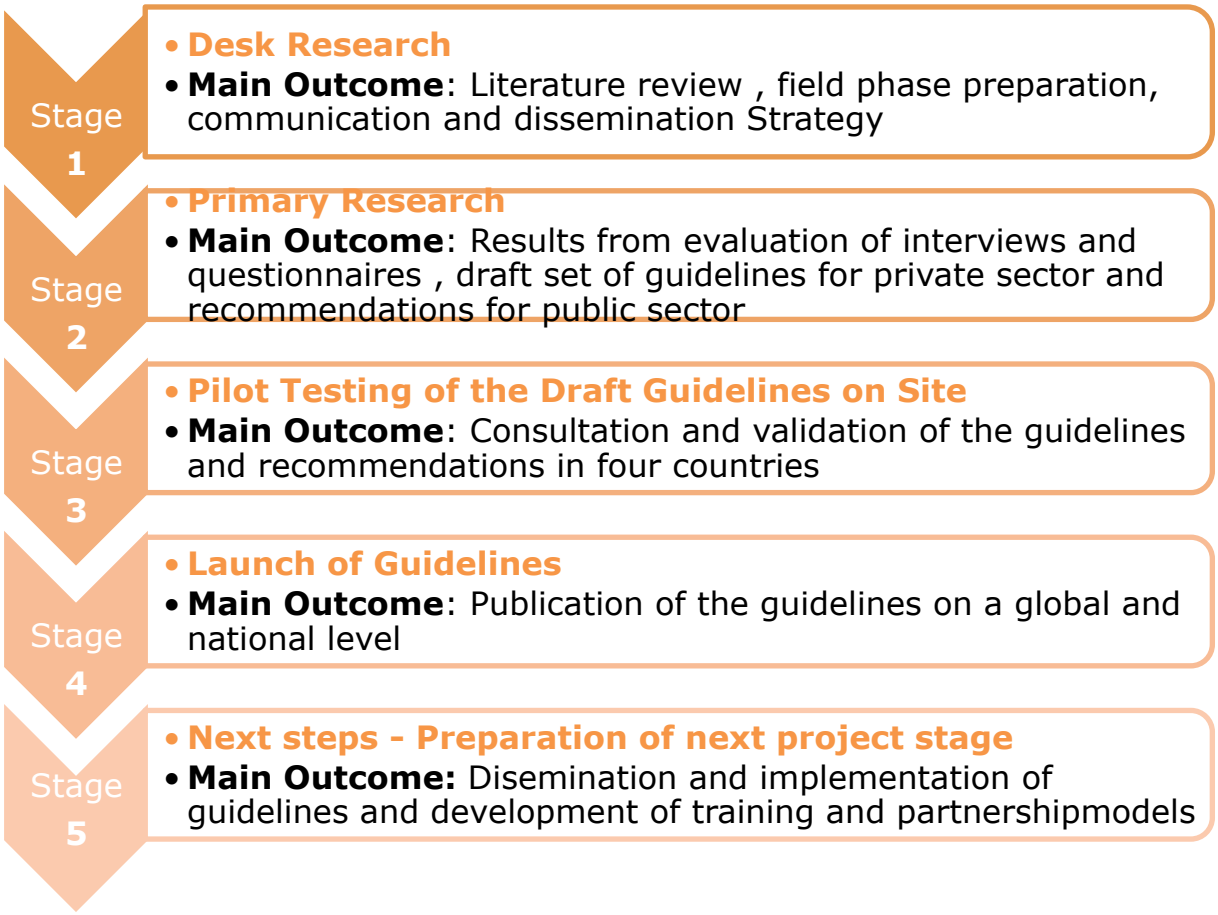
The Knowledge Community (international organisations, academics, training organisations, research centres, think-tanks and the media etc.) will firstly benefit from the conducted research activities itself as well as from the application of the guidelines in the long-run. The research activities as well as the establishment of an online Tourism & Peace research community will advance the research field of "Peace through Tourism" through providing new input for further research. The guidelines will serve the knowledge community as a tool for monitoring peace-building processes through tourism. On the international level stakeholders include various research centres around the world which conduct peace and conflict research.

The Host Community (local tourism stakeholders and local citizens) will benefit thanks to conflict- sensitive business practices from enhanced job creation based on human rights as well as employment security. This will foster the economic empowerment of the local communities and thus contribute to political stability in the long run.

4. Project Stages

The project will be implemented in four phases: desk research, field research, drafting the guidelines; piloting and validation in selected countries, namely Sri Lanka, Angola, Colombia and Nepal.

The following figure displays an overview of the project stages, followed by a detailed description below



Stage 1: General Activities and Desk Research

Main Outcome: Current state of research and field phase preparation

General Activities

- Refresh existing and establish new collaborations with experts, initiatives and research areas in the field of tourism in the countries where expert interviews will be carried out, namely: **Egypt, Tunisia, Georgia, Libya, Mali, Yemen, Colombia, Sri Lanka, Nepal, Angola, Russia (Dagestan) and Burma** (current list of countries is based on the experience and engagement of the project partners in these countries. In addition to these countries a call for participation might identify more case studies relevant for the elaboration of the guidelines- see below)
- Design and develop an **online platform "Tourism, Conflict and Peace"** with the aim to create a Scientific Community on Tourism, Conflict and Peace for the duration of the project. The core of this platform will be a blog that interacts with a (Tourism and Peace) Facebook page and other social media channels (like Twitter, LinkedIn, YouTube, Xing, etc.). Use this platform for dissemination of questionnaires once developed. There will also be a protected area, where documents and technical papers are available for download. By using Web 2.0 channels, the tourism and peace research community can grow, share input and work together.
- Identify members and establish International Advisory Board
- Prepare the **Communication and Dissemination Strategy** (compile mailing lists; identify future workshops, events of relevance for announcing the guidelines)

Desk Research

- In addition to the knowledge compiled in the DSF study, other research results will have to be taken into account. For this purpose the thorough literature review that was carried out in scope of the DSF study will be updated in the first phase of the project
- Collect findings from present studies and research results concerning the role of tourism in peace-building efforts in general and in conflict- settings in particular, provide an overview on current conflicts with relevant background information
- Identify scientific findings and research on currently existing knowledge concerning the role of the private sector in peace-building, conflict prevention, conflict transformation and reconciliation efforts in general and of the tourism private sector in particular
- Elaborate the role of the tourism private and public sector with regards to its potential involvement in peace-building efforts

- Review the risks and impacts of tourism in conflict-affected environments: risks businesses face when operating in conflict-prone contexts and impacts their operations can have on conflict
- Look into existing conflict-sensitive business practices, including but not limited to CSR strategies and codes of ethics (e.g. the Principles of the UN Global Compact, Global Code of Ethics of Tourism, etc.)
- Study existing conflict-sensitive business guidelines that have been developed for other industry sectors (an overview of other guidelines can be found in Appendix V) such as the extractive industry and explore their applicability for the tourism sector.

Develop Qualitative Questionnaire

- Develop a qualitative questionnaire based on the findings above with open questions concerning tourism and conflict and the tourism private sector in conflict and post-conflict settings for the case study countries
- Finalise the questionnaire by obtaining feedback from selected tourism experts and conflict specialists Prepare the call for participation in the online platform, in which NGOs and scientific institutions in countries of interest can present their cases and subsequently fill the questionnaires.

Stage 2: Primary Research

Main Outcome: Draft Set of Guidelines and Recommendations

Questionnaires

- Disseminate the questionnaire and carry out interviews with the identified experts in tourism development, peace research and conflict mediation in the following countries: **Egypt, Tunisia, Georgia, Libya, Mali, Yemen, Colombia, Sri Lanka, Nepal, Angola, Russia (Dagestan) and Burma** (current list of countries is based on the experience and engagement of the project partners in these countries).
- For the further dissemination of the questionnaires in other countries than the ones mentioned above it is planned to use the official contacts of the **World Tourism Organization** and send it to some selected member states (total of 155 Member States) and some selected Affiliate Members (about 400 representatives of the private sector are official members of the UNWTO).
- In addition, an **online call for participation** via the established internet platform "Tourism, Conflict and Peace" will be done, in order to reach NGOs, universities and research institutions in selected countries/regions and sub-regions that have suffered or currently suffer from a conflict. The call for participation includes general information on the project and a kind of application form. In this, the applicants may present their cases briefly and describe the

suitability of the case as well as its scientific expertise. If a case is accepted by the project team, the submitter receives the final questionnaire and a submission date.

The selection of such cases that are submitted via the internet platform will be based on a pattern of different criteria. This means, each and every case entry will be checked on those criteria and the ones fitting most of them will be considered for further use. However, in the process of condensing the cases into guidelines, the applicability will be tested naturally and a further selection might occur.

Evaluation of Questionnaires and Drafting the Guidelines

- Carry out a comparative case study analysis of the submitted cases and compilation of the results to predefined topics and categories which will then be merged in a set of draft recommendations for the public and private sectors
- Carry out selected expert interviews with experts from the global tourism industry and peace research specialists on the preliminary findings, results and draft recommendations from the research work
- Conduct a comprehensive workshop with all partners of the Project Research Group, including the Advisory board for discussing and finalizing the draft recommendations, measures and tools.

Stage 3: Pilot Testing of the Draft Guidelines on Site

Main Outcome: Consultation and Validation on the Guidelines and Recommendations

Pilot Testing of the Draft Guidelines

- Fine-tuning of the draft guidelines and recommendations through pilot testing in countries, where conflict sensitive tourism development is a current issue and/or the partners have relevant expertise and contacts. Understand how the guidelines could be applicable to the tourism actors in the according destinations

Finalisation of the Guidelines and Research Report

- Gather further opinions and get feedback by face-to-face discussions with experts and a final workshop or conference with all partners involved in the entire project (Project Research Group, Preferred Partners, Advisory Board) that will complete, verify, and deepen the previous findings
- Elaborate the set of final guidelines based on the outcome of the entire research and the practical proof which can serve as "Codes of Conduct" for the private sector (tour operators, investors, consultants etc.)
- Compile a comprehensive research report

Stage 4: Launch of guidelines

Main Outcome: Publication of the Guidelines and Recommendations on a global and national level

Communication and Dissemination

- Launch of the guidelines at a global and national level with the support of the online platform "Tourism, Conflict and Peace", the UNWTO and the International Advisory Board by using:
    a. Press Releases, briefings, fact sheets, mailings
    b. Online platforms
    c. UNWTO and other press conferences and official UNWTO communication channels
    d. Tourism Fairs (Madrid, Berlin and London, etc.)
    e. Academic and business forums (journals and conferences)

- Present those guidelines in the framework of various UNWTO events and others for and from private sector stakeholders and/or in countries of relevance Familiarize the tourism sector in general and the private sector in particular on the outcome of this project. For this purpose it is foreseen to cooperate closely with the World Tourism Organization and its Affiliate Members, representatives of the private sector from all over the globe.

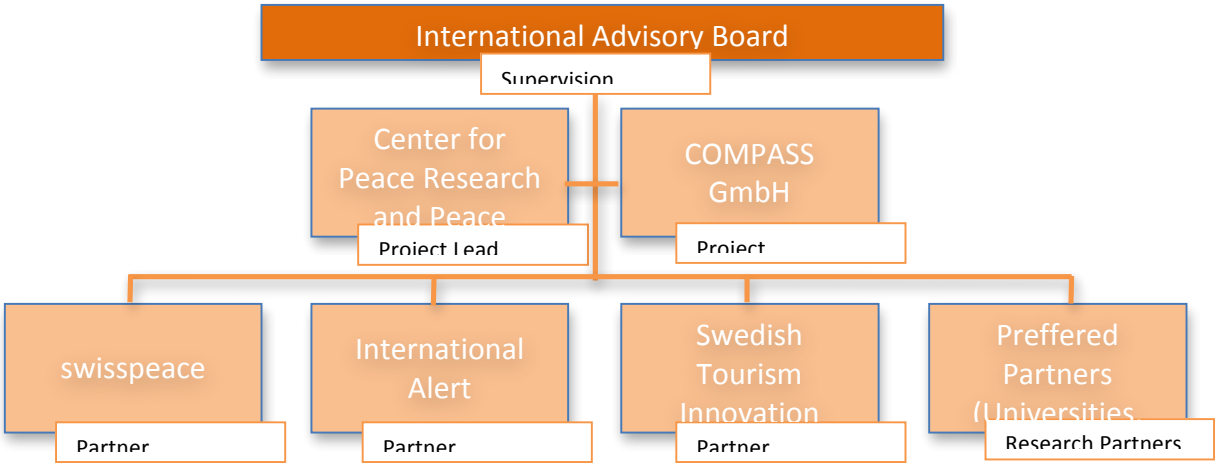
Stage 5: Next steps - Preparation of the next project stage

Main outcome: Dissemination and implementation of guidelines and development of training and partnership models

- Planning the continuation of the project and defining a sustainable business model that will secure long-term success and financing of the project., Examples of actvities are:
    a. Future partnership models that will allow both private sector organisations as well as public offices to support and engage in the project
    b. Define future on-line training models that will serve as a distribution channel of the results of the project.
    c. Define long-term functional distributed organisation model
    d. Define training concepts that will allow and support the dissemination of the findings of the project.

- This stage of the project is not funded by the current proposed project. The project partner Swedish Tourism Innovation Center will therefore work actively with fundraising activities of the following stages of the project.

5. Project Team



Center for Peace Research and Peace Education

The Centre for Peace Research and Peace Education at the University Klagenfurt, Austria will take the official lead and will be responsible for overall coordination among the partners and for fundraising activities. It furthermore will closely coordinate the work with the World Tourism Organization within the framework of the Project "Tourism and Peace" that is jointly implemented at the University.

The Center will be represented by Cordula Wohlmuther and Werner Wintersteiner. Ms Wohlmuther is currently on special leave from her position as the Deputy Regional Director for Europe in the World Tourism Organization, and is now the Project Coordinator of the Project Tourism and Peace at the Peace Centre in Klagenfurt, Austria. Dr. Wintersteiner is the founding Director of the Peace Centre and his main research fields are peace education, cultural dimensions of peace, literature and peace, globalization, post-colonialism, transculturality and literature.

COMPASS GmbH

The research team of COMPASS will consist of the two managing directors Martina Leicher and Karsten Palme (co-authors of the DSF-study[9]) 'Tourism, Peace and Conflict: Effects, Strategies and the Private Sector Engagement in Peace-building' carried out for DSF-German Foundation for Peace Research that was elaborated by swisspeace, CBS Cologne Business School and COMPASS GmbH in 2011, hereinafter called DSF-study) as well as a

[9] JORAS U./PALME K./ALLURI R./LEICHER M./, Tourism, Peace and Conflict: Effects, Strategies and the Private Sector Engagement in Peace-building, elaborated by swisspeace, CBS Cologne Business School and COMPASS GmbH and carried out for DSF- German Foundation for Peace Research, Osnabrück, DSF No 26, 2011

senior consultant, a junior consultant, an IT specialist and a scientific assistant. COMPASS will take over the entire lead and project management within this project. COMPASS is an internationally operating tourism consulting company with a focus on developing countries, tourism and peace research as well as cross-border tourism development.

swisspeace

The research team of swisspeace will consist of Rina Alluri (co-author of the DSF-study), Andreas Graf and Andrea Iff as well as several experts in the case study destinations. Swiss Peace is the project's adviser, when it comes to the development of the guidelines. In the practice test stage, swisspeace provides its experts and its network of test-destinations and reviews the selected guidelines of their practical applicability. As a practice-oriented peace research institute, swisspeace carries out research on violent conflicts and their peaceful transformation. The Foundation aims to build up Swiss and international organizations' civilian peace-building capacities by providing trainings, space for networking and exchange of experiences. It also shapes political and academic discourses on peace policy issues at the national and international level through publications, workshops and conferences.

International Alert

The research team of International Alert will consist of Dr. Ulrike Joras (co-author of the DSF-study) and Diana Klein. International Alert is the project's adviser, when it comes to the development of the guidelines. In the practice test stage, swisspeace provides its experts and its network of test-destinations and reviews the selected guidelines of their practical applicability. International Alert is a 27-year old peace-building organisation helping conflict-affected people to increase prospects for peace and security. Advising governments, international organizations and the private sector, International Alert specializes in cross-cutting peace and security themes – the economy, climate change, gender, international institutions' roles, development aid impact, and the effects of good and bad governance. They provide research and analysis on Fragile and Conflict Affected States (FCAS); implement peace-building programmes; and support others with conflict-sensitivity.

More specifically, International Alert has been engaging with the private sector for over a decade, researching its role in conflict and peace and assisting businesses in mitigating conflict risks and impacts. International Alert is one of the founding members of the Voluntary Principles on Security and Human Rights and the author of Conflict Sensitive Business Practice: Guidance for the extractive industry.

Swedish Tourism Innovation Center

The core team from the Swedish Tourism Innovation Center (STIC) consists of Jan Lundin, CEO, and Emilie Eliasson Hovmöller, Head of Communications.

STIC is a national and international arena and platform for cross-border collaboration for increased innovation related to tourism. STIC will, through national and international collaboration, create conditions that support and stimulate innovation where tourism is a tool to meet global societal challenges. One example is the international "Down to Earth for Tourism", launched at the Rio +20 United Nation conference on sustainable development.

The project is a Swedish initiative being developed together with UNWTO and recognized internationally as a high-profile project with space as a catalyst for innovative solutions for sustainable tourism development.

Down to Earth for Tourism aims at developing tools and models for innovative solutions that can be used globally and help countries, regions and future tourist destinations, accommodation and tourist attractions towards sustainable development. Pilot projects have already been carried out in China and Scandinavia and another step is now taken towards new pilot projects around the world.

Down to Earth for Tourism is an interdisciplinary program that involves the space sector, industry and universities/academy in innovation processes identifying sustainable solutions to future challenges for sustainable tourism development across borders.

STIC's main contribution will be in the area of operational Strategic Communication, organizing summits, meetings, seminars and developing communication tools and training concepts for the private sector and policy makers. As well as development of future Partner shipmodels and fundraising actvities.

International Advisory Board

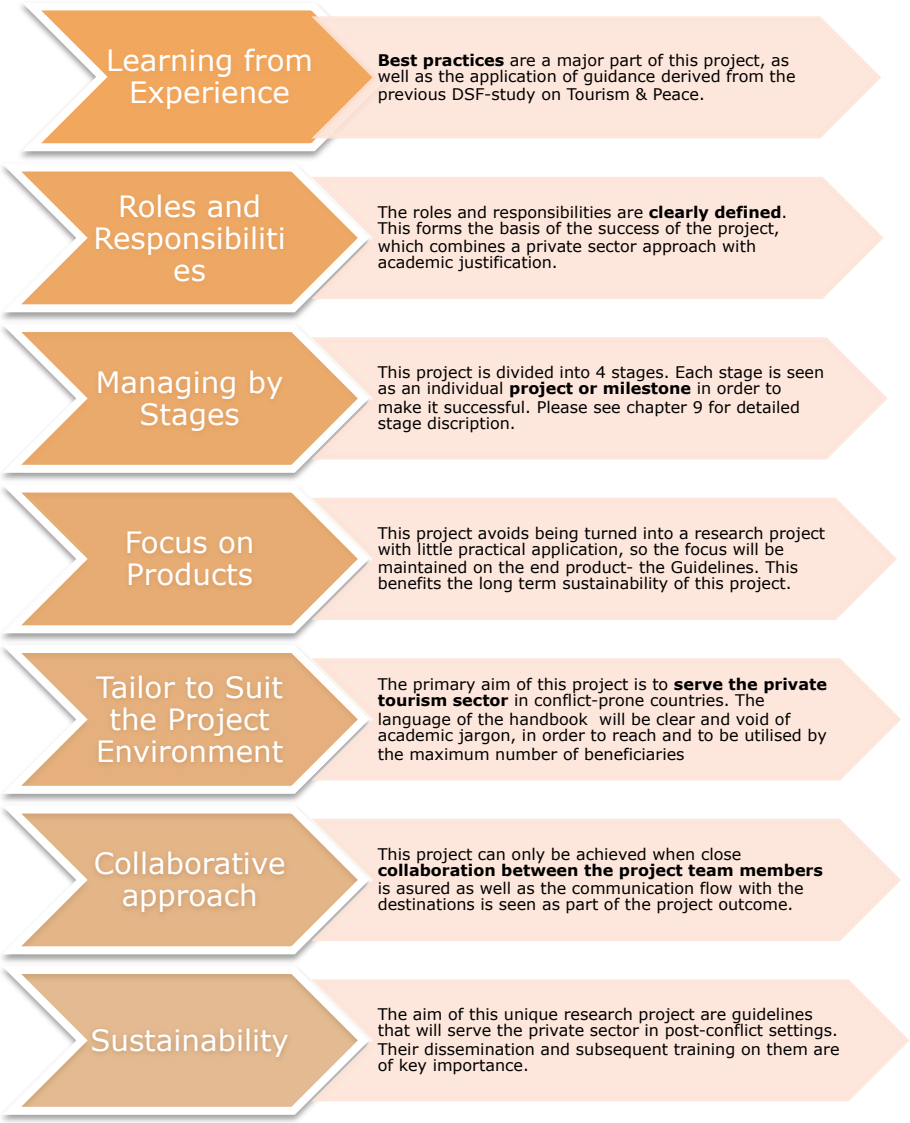
An International **Advisory Board** composed of leading international experts in the field of tourism and peace will also provide advice and guidance to the project. Selected tourism and peace researchers as well as decision makers from the tourism industry will act as guides to steer the project into the desired direction: to develop an applicable handbook consisting of practical guidelines to deal with peace-building issues in conflict prone destinations.

The International Advisory Board will have the following responsibilities:

- Monitoring of project stages
- Advisory role on methodologies applied in the research phases
- Provide for expert views on the draft guidelines
- Offer an outside perspective
- Provide a diversity of knowledgeable opinions and experiences
- Pave the way for synergies and useful networks

6 Project Management

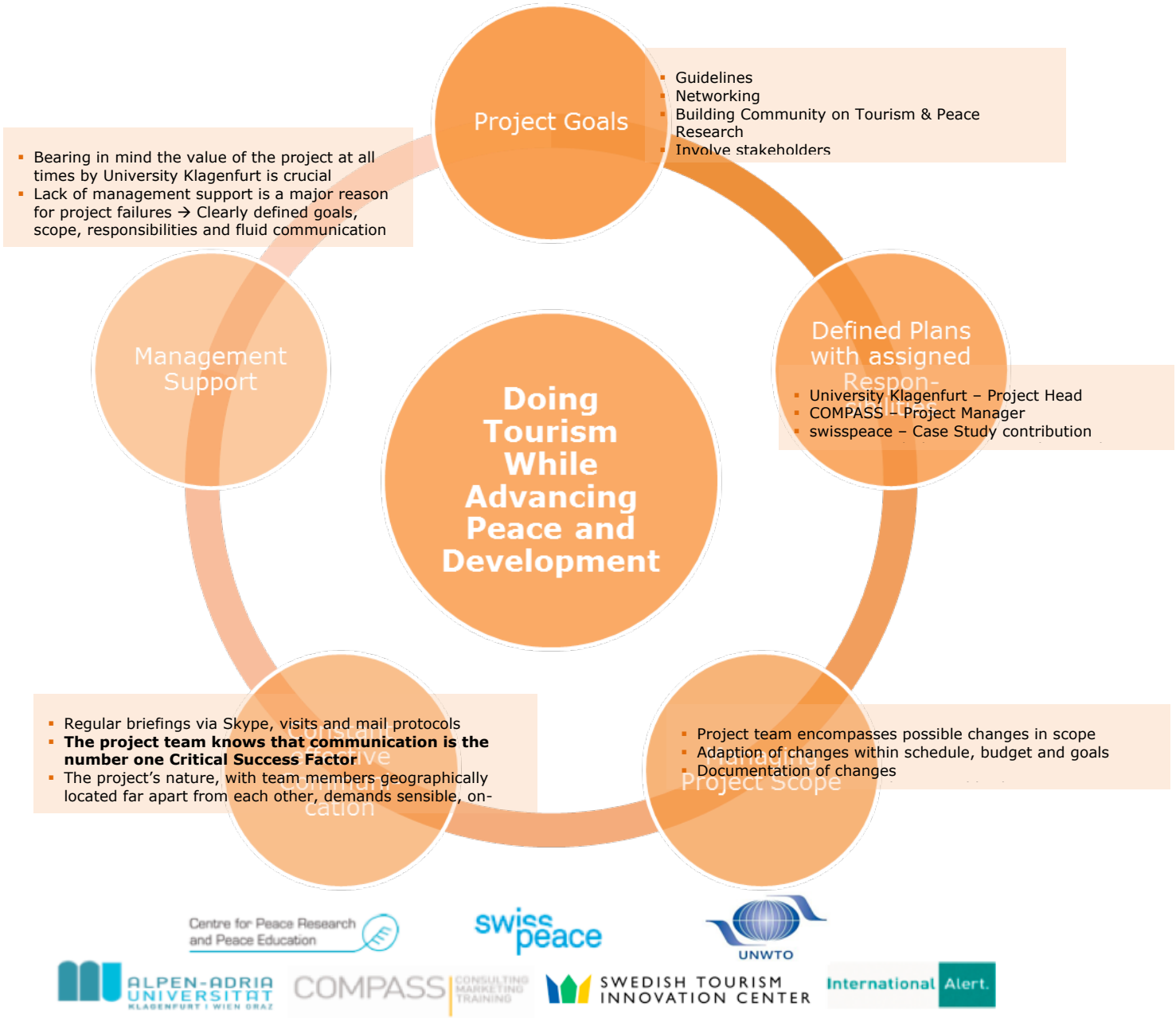
Project principles are adapted in order to reach the main goal of developing a handbook with specific guidelines for the private tourism sectors. Here, the measures are given to illustrate the preparedness of the research team regarding this task (adapted from Foundation for European Sustainable Tourism (FEST), 2011). The holistic and sustainable approach of the project is a main driver and acts as a facilitator for the attainment of this project.



7 Risks and mitigation

The research team is aware of the possible risks and challenges of the proposed project and approaches them with caution and a thorough planning. One of the main critical success factors is the cooperation in the various countries and regions, where the questionnaires will be sent. For this purpose, it is planned to disseminate the questionnaires as broadly as possible, not only through available networks but also through official UNWTO channels.

- A possible risk will be that the answers received do not suffice in drafting relevant conclusions and subsequent guidelines. The project team will mitigate this through carrying out additional expert interviews that shall help to bridge any gaps in the drafting process of the guidelines.
- Other critical success factors are shown in the bubbles of the figure below. In the boxes the measures are presented which are implemented in this project and help to achieve the aim of developing a practical handbook with guidelines for the private tourism sector.



8 Project sustainability

The project is created as practically applicable as possible, in order to be sustainable. The following steps will be undertaken to achieve the project sustainability beyond its cycle:

- The Guidelines will be published. The publication will be disseminated through all available channels, including but not limited through the network of the World Tourism Organization (member states and affiliate members).
- The Guidelines will be presented at various events. Such events may include tourism fairs or tourism related workshops and seminars. Also events that are linked to conflict management will serve as a hub for their dissemination.
- Project partners will explore the possibility of training to accompany the guidelines and fundraise for such training throughout the project cycle.
- The scientific community will be maintained as a platform for the exchange of all those who apply the guidelines, but also to continuously develop the topic further. The platform will be hosted by one of the project partners.
- A translation into German, Russian and Spanish will be explored and fundraised for.

9 Budget see Appendix II

APPENDIX I

Contact

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APPENDIX II