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BIMUN

2021 北京国际模拟联合国大会
Beijing International Model United Nations 2021

Background Guide

United Nations World Tourism Organisation

Topic A: Building Resilience of Tourism against Public Health Emergencies

Topic B: Applying for Marketing Campaign for Post-COVID-19 Tourism

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Our Voice Our Future

Contents

Welcome Letter

Dear Delegates,

Welcome to the United Nations World Tourism Organisation (UNWTO) of Beijing International Model United Nations 2021 (BIMUN2021). The Directors of UNWTO would like to extend our sincerest welcome to all delegates attending the conference.

Tourism has long played a positive role in promoting economic growth, inclusive development and environmental sustainability. It is an important pillar supporting our economy, culture and society. Yet since the beginning of the year 2020, the outbreak of the Covid-19 pandemic crisis delivered a hard blow to the tourism sector all around the world. The heavy losses manifest how vulnerable and under-prepared this industry is when faced with major public health crises. Apart from making efforts to salvage tourism out of the abyss of losses in the post-Covid-19 era, it is all the more to look further ahead and prepare the sector for future public health emergencies.

It is the goal of this committee to help begin and accelerate recovery and resilience-building in tourism. In this committee specially designed for the advancement of tourism, delegates will have a chance to discuss different aspects of resilience building and develop novel and practical proposals to make them come true. We also provide a platform for countries to apply for their own program on marketing campaign in collaboration with the International Finance Corporation (IFC). Tourism, on the whole, offers endless opportunities for the advancement of the 17 Sustainable Development Goals (SDGs) as it recovers and becomes more responsible.

This Background Guide will provide you with a brief overview of the two topics. It is by no means comprehensive and we expect all delegates to find your own areas of concern and conduct your own research. We welcome all your own unique insights and practical proposals based on the materials you gathered before the conference.

Maybe a few of you have previously taken part in the Model United Nations and (MUN), while others are making their first attempt. With or without experiences, this conference can become exciting and memorable if you would make it so. This process of participating is probably more rewarding than the final results. Do not hesitate to try and explore.

The Directors wish you all an enjoyable and fruitful journey in UNWTO, BIMUN 2021. Should you have any questions, feel free to contact us.

Best Regards,

Directors of the United Nations World Tourism Organization

BIMUN 2021

Introduction to Committee and Topic

The World Tourism Organization is a specialized agency of the United Nations for the tourism industry. It promotes tourism as a driver of economic growth, inclusive development and environmental sustainability and advocates for responsible, sustainable and universally accessible tourism. Responsible tourism, it believes, can offer endless opportunities for the advancement of the 17 Sustainable Development Goals (SDGs).

UNWTO's leadership vision identifies challenges facing tourism and promotes the sector's ability to overcome them and to deliver wider positive change. It leads and supports the sector in advancing knowledge and tourism policies worldwide by acting as a global forum for tourism policy issues and a practical source of tourism research. UNWTO members have endorsed the Management Vision of the Secretary-General.[1] The Vision seeks to position tourism as a policy priority that takes lead in knowledge creation. UNWTO's capacity through building new and stronger partnerships is emphasized, and it offers better value for existing Members while also expanding membership.[2] UNWTO also encourages the implementation of the Global Code of Ethics for Tourism to check and minimize tourism's possible negative impacts. Innovation, digital transformation, investment and entrepreneurship, job creation, and resilience-building are all keywords on UNWTO's agenda.

The outbreak of COVID-19 poses new challenges to tourism development. In this difficult time, UNWTO provides up-to-date and reliable information both for tourists and for the tourism sector. Through close cooperation with the World Health Organization (WHO), it seeks to minimize impact on international travel and trade because of necessary health measures. It also emphasized tourism's proven resilience and stands ready to support recovery and resilience-building, the focus of the two topics for UNWTO of BIMUN2021. In the short term, tourism needs to recover from months of heavy losses, reboot and rejuvenate. In the long term, the sector needs to learn the lessons and build higher resilience towards major public health crises in the future. In this way, tourism can become a more effective tool for development.

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1 United Nations World Tourism Organization, "About Us," *UNWTO*, Jan. 27, 2021 Accessed, https://www.unwto.org/who-we-are.
2 Ibid.

Topic A: Building Resilience of Tourism against Public Health Emergencies

Current Situation and Past Actions

Overview of the Current Situation

At present, the world is still facing an unprecedented global health crisis whose repercussions had been exerting terrible impacts on all sectors of society and the economy. Tourism is one of the most severely influenced sectors. Travel restrictions, strict border control, and the Home Quarantine Order were implemented in most virus-stricken areas, which is fatal for the development of the tourism sector. According to the UNWTO statistics, world tourism would have to bear the upcoming pressure of 100 to 120 million jobs at risk, 910 billion to 1.2 trillion dollars lost in exports, and 850 million to 1.1 billion international tourists' losses.[3] The huge recession will directly affect the relevant industries and people's livelihood, especially vulnerable groups of the population such as women, youth, and rural communities. And the sharp fall of the demand in the travel market will surely lead the industry to step into the abyss of liability. Shouldering the aspiration of achieving the Sustainable Development Goals, not only UNWTO, governments and many organizations are working out ways to build up tourism's resilience for the present and the future.[4]

Recognizing the fact that resilience-building in tourism is crucial for its healthy and sustainable development, governments and organizations from across the world are taking steps further and seeking possibilities for more sustainable and resilient tourism industry. As UNWTO has made a strong statement: "Stay home today. Travel tomorrow.", the containment of the contagion is of utmost priority. UNWTO has provided many tactical measures like offering chances for education and entrepreneurship for people from all classes, green infrastructure construction, more efficient resource management, multi-level coordination, crisis management plans, community-based partnerships, and other strategies or mechanisms.

To build the resilience of the tourism sector against sudden public health emergencies, other sectors closely connected with tourism like transportation, social security, and the construction of relevant infrastructure have to be taken into careful consideration. New high-end technologies can also be put into practice for building tourism's resilience. They are all very vital for the topic.

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3 UNWTO "EXECUTIVE COUNCIL – 113TH SESSION- Current trends and prospects of international tourism (CE/113/3(a))" Madrid, 8 December 2020 page :3 https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-12/CE113_03_a_Current_trends_and_prospects_international_tourism_En.pdf
4 UN Sustainable Development Goals (SDGs) https://www.un.org/sustainabledevelopment/sustainable-development-goals/

Past actions

Universal progress

UNWTO

After the outbreak of the COVID-19 pandemic, UNWTO Executive Council has established a Global Tourism Crisis Committee.[5] As the main result of the work of the Committee, the Secretariat has released a set of Recommendations for Crisis Mitigation and Recovery calling for urgent and strong support to the tourism sector to recover from the unprecedented challenge of COVID-19 but also to "grow back better". Also, the crisis committee has been holding regular virtual meetings for the sake of public health, promoting and coordinating the cooperation and information sharing among all the relevant agencies and organizations.

UNWTO calls on all countries and regions whose tourism and related sectors are in serious need of stimulus and recovery to loosen the travel restrictions while sticking to the safety protocols and distribute more resources on the establishment of a testing departure system.

During the containment efforts of the COVID-19 pandemic, UNWTO has been engaging in various cooperation with other international and regional organizations like World Trade Organization (WTO), International Labour Organization (ILO), the International Maritime Organization (IMO), International Air Transport Association (IATA) and World Travel and Tourism Council (WTTC), seeking political and financial support for the recovery and resilience-oriented development of the world tourism.[6]

WHO

On March 11, 2020, WHO had reached a further agreement with UNWTO on advancing the agencies' coordinated response to the worldwide Coronavirus COVID-19 outbreak, and WHO proposed the guiding principle of their cooperation and coordination, contributing to the solidarity and the attribution of responsibility of both agencies.[7]

WHO had developed an updated normative products and technical guidance, learning tools, data, and scientific evidence for the COVID-19 response, which would bring benefits to the construction of hygiene upkeep and health security system of the traveling destinations and cities.[8]

5   UNWTO EXECUTIVE COUNCIL – 112TH SESSION https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-09/CE112_03_b_Programme_of_Work_rev3_En.pdf page：7 15-17 Sep 2020
6   UNWTO EXECUTIVE COUNCIL – 113TH SESSION 18 JAN 2021 https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-12/CE113_03_b_Implementation_POW_and_financial_situation_En_1.pdf page 8
7   UNWTO with WHO https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-03/11032020 OMT WHO Coronavirus EN_2.pdf
8   WTO Executive Board EBSS5/5/2 23 September 2020 page：5

WTTC

The World Travel and Tourism Council (WTTC) is a global forum for business leaders in the travel industry. During the COVID-19 pandemic, it holds weekly calls with all the key associations in the sector, including: Airports Council International (ACI), Cruise Lines International Association (CLIA), IATA, Duty-Free World Council (DFWC), United States Travel Association (USTA), UNWTO and World Economic Forum (WEF), exerting itself to help tourism counter the repercussions of the deadly virus.

To this end, in May 2020, it launched the Safe Travels Protocols and Stamp. Destinations, associations and the private sector have embraced the initiative, with requests from destinations & associations coming in daily. Webinars were frequently and regularly held, providing a platform for many countries to gain insight and help.[9]

Regional attempts

Regional actions and cooperation on tourism recovery and sustainable development were carried out worldwide, notably in Asia-Pacific, North America and Europe.

PATA

The Pacific Asia Travel Association (PATA) was established in 1951 to develop, promote and facilitate tourism in the Pacific-Asian region. Facing the COVID-19 pandemic, the organization established a special column called: Crisis Resource Centre, which is a public resource aiding in the rapid, robust, and responsible renewal of the Asia Pacific Travel and Tourism Industry.[10] The Asia Pacific Travel Association has announced the launch of PATA Marketplace, a dedicated digital hub for PATA partners (members) and an online community for all stakeholders in the travel industry on Dec 7, 2020, in Bangkok.

USTA

The U.S Travel Association, (USTA) has launched a campaign called National Plan for Vacation Day (NPVD) and "Let's Go There" campaign, which are aiming at encouraging Americans to go outing and traveling. During the two campaigns, the organization calls for all the American people to spare a particular day for travel planning and find chances to travel as often as possible.[11]

NCT

The Nordic Tourism Collective (NCT) is an independent, not-for-profit collaborative membership network for the Nordic travel and tourism industry. It seeks to help facilitate, through increased cooperation, the sustainable development of tourism

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9 "Events & Webinars" WTTC https://wttc.org/About/Events-Webinars /
10 "About the Crisis Resource Center" PATA https://crc.pata.org/about-crc/
11 "National Plan For Vacation Day" USTA home/Programs/Toolkits https://www.ustravel.org/

in the Nordic and Baltic regions. It has been coordinating the Nordic countries like Norway, Denmark, Sweden, Finland, Iceland, Estonia, Latvia, Lithuania, and the European Union against the pandemic and finding ways for the recovery of tourism.[12]

European Union's Recovery Plan for Europe

On 29 Dec 2020, European Union (EU) leaders discussed strengthening the collective effort to fight the COVID-19 pandemic as the second wave of infections hit Europe. The video conference for the members of the European Union Council has passed a plan for Europe, which is a provisional agreement on the Recovery and Resilience Facility.[13]

The agreement has schemed to undertake green and digital transitions, becoming more sustainable and resilient. Member states of the European Union have to make preparations for national recovery plans and resilient plans setting out their reform and investment agendas until 2026. Tourism is undeniably pinned in the future agenda. With a joint effort at the EU level, the resilience of European tourism will very likely be lifted to a whole new level.

Extended Issues

According to the statistics from UNWTO, vulnerable groups such as women, the elderly, persons with disabilities and even indigenous people suffered more hardship from the COVID-19 pandemic, especially those whose livelihoods are counted on the tourism industry.[14] Taking good care of these groups of people is undeniably significant for the recovery and reinforcement of tourism.

Women consist a major part of the tourism practitioners. Tourism has long been seen as a thruster of women's economic empowerment. The assorted services it offers bring opportunities for women to play an important role in the labour force and the development of the industry. However, during the sudden public health emergency, women endured huge shock and again were put into the adversity of inequality, discrimination, and exploitation. Gender equality attracts the public attention again. Women empowerment appears to be a social focus. The high informality, the unbalance of gender among the policy-makers, lack of proper healthcare, terrible working conditions, fewer chances of progression, and even gender-based violence are all obstacles to the healthy development and resilience construction of tourism.[15]

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12 "A Year in Reflection" NCT https://www.yumpu.com/en/document/read/65120710/a-year-in-reflection

13 The history of the European Union -2020 on 29 Dec 2020 "EU leaders discuss" https://www.consilium.europa.eu/en/policies/eu-recovery-plan/

14 UNWTO Ethics Cultural and Social Responsibility Department "AN INCLUSIVE RESPONSE FOR VULNERABLE GROUPS" from UNWTO's focus. https://www.unwto.org/covid-19-inclusive-response-vulnerable-groups

15 UNWTO "Global Report on Women in Tourism – Second Edition, Key Findings" UNWTO E-library page: 2-4 Nov 2019 https://www.e-unwto.org/doi/book/10.18111/9789284420407

The elderly have to face more risks in the presence of the fatal virus. Therefore, the hygiene standard of the destinations must be stricter for the sake of elderly visitors' health. To this end, higher accessibility of accommodations and facilities is needed. Responsible health control measures should be implemented in advance.

For people with disabilities, traveling became farther away from their life. Before the pandemic, because of the lack of accessible facilities and settings[16] disabled people were already feeling the resistance from going to ordinary destinations. Owing to the sudden health crisis, traveling seems a less possible choice for them to choose. Compromising accessibility entails safety risks and unwanted injuries. When destinations are regarded as inaccessible for people with disabilities, the potential income and direct impetus for tourism recovery are decreased at the same time. It's generally acknowledged that disabled people are usually accompanied by at least one person when they go traveling, followed by long-stay hours. Therefore, accessible services and surroundings are essential for their safe, convenient, and joyful stay, which are also crucial for tourism recovery and enhance its resilience. Transportation, accommodation, health control, and support from disabled peoples' organizations (DPOs) are needed to be put into the memo of tourism recovery and future development.

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16 UNWTO "UNWTO Inclusive Recovery Guide Sociocultural Impacts of COVID-19 Issue 1: Persons with Disabilities" UNWTO e-library page: 5-7 Dec 2020 https://www.e-unwto.org/action/doSearch?AllField=UNWTO+Inclusive+Recovery+Guide&ConceptID=

Problems to be Solved

Blunt Emergency Response in Tourism

Tourism resilience building against public health emergencies includes both the long run and the short run. Instead of helping to revive,blunt emergency response can even cause severer adverse impact.

Information Acquisition and Sharing

An advanced surveillance system contributes a lot to picking up emergency signals. The signals are collected in field investigations and analysed carefully to see if a certain place can have a safety status. Once the signals are determined as potential outbreaks of emergencies, preventive actions can be taken as soon as possible.[17]Experience with the H1N1 pandemic has highlighted the necessity for countries to collect specific surveillance data. At the end of the 2009 H1N1 pandemic, scientists concluded the different from previous pandemics, pregnant women and obese people became the group with the highest risk of H1N1 influenza. If people had known this earlier and taken action, there would have been fewer infections. Besides, the highest rate of hospitalization was for children under 15 while, the highest rate of mortality was senior citizens over 65.[18] Such data can be useful in aiding policy makers to make the most effective decisions to contain global health emergencies, but the problem is that the data are not collected and analysed in time.

Sharing is another important case concerning information. Tourism is an industry that can tightly connect different regions. Even though two areas are far away from each other, a disaster that happened in one area can quickly influence the other. Thus, the information sharing between regions must be efficient enough to forewarn other places so that people in other areas can be prepared for the upcoming emergency. This is especially vital for coordination in public health emergencies since travellers are convenient and useful carriers for viruses. However, due to the different economic status, not all countries have advanced data collection and communicating equipment. There are still countries that cannot receive the latest news of an outspreading public health emergency because of poor technology development. Also, the criteria and indications for a disease vary by country. For example, whether a patient should be hospitalized or be admitted to an intensive care unit (ICU) is often decided by individual hospitals in individual countries. Such differences make data compilation and analysis across countries difficult because when the data from one country can be

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17 WHO, "Public health emergencies: preparedness and response," *WHO*, Apr. 30, 2019, Feb. 16, 2021 Accessed, https://apps.who.int/gb/ebwha/pdf_files/WHA72/A72_7-en.pdf.

18 WHO Working Group for Risk Factors for Severe H1N1pdm Infection, "Risk factors for severe outcomes following 2009 Influenza A (H1N1) infection: A Global Pooled Analysis," *WHO*, Jul. 2011, Feb. 19, 2021 Accessed, https://www.who.int/influenza/surveillance_monitoring/Risk_factors_H1N1.pdf?ua=1.

misunderstood by another country that have a different set of criteria and indications for disease. Thus, countries' actual conditions cannot be faithfully represented without a unified set of standards.[19] There is more to it for international tourists, who may feel more insecure in an unfamiliar place where they do not have easy access to accurate information and have scarce knowledge of the country.[20] In that case, how to pass on information efficiently and timely remains a problem to be solved.

Case Study: Tourism Emergency Response Network (TERN)

After the Indian Ocean Tsunami of December 2004, more and more people realized the importance of prevention against unpredictable emergencies. As one of the most affected industries, urgent responses should be carried out to maintain the operation of tourism. For UNWTO, there is the Tourism Emergency Response Network (TERN) launched to prevent the serious consequences of the H5N1 avian flu virus.[21] The basic guidelines of TERN are information acquiring and message sharing. TERN hopes the information would be real-time, concise and broad-scope, which means most areas around the world could have easy access to the data and its results. With this network, travel and destinations would be examined and the safe ones would be selected for tourists. It did play a part in the prevention of the H5N1 avian flu, but when it comes to the more problematic COVID-19, UNWTO felt the need to improve this network. The reason behind is that this new coronavirus did not have a corresponding vaccine when it was discovered. People did not know how it transmits, so they could not take appropriate preventive measures. This virus created more devastating effects, so the urgent need for cooperation more relevant than ever.[22] In order to cope with this brand-new virus, UNWTO published SUPPORTING JOBS AND ECONOMIES THROUGH TRAVEL & TOURISM, which contains:

a) Managing the crisis and mitigate the impact;

b) Providing stimulus and accelerate recovery;

c) Preparing for the future.[23]

However, the publishing date of this document was April 1st, 2020, several months after the early discovery of COVID-19. The step of managing the crisis should have started months ago before the pandemic affected more people.

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19   Ibid.
20   Yeganeh Morakabati, Stephen J. Page, and John Fletcher, "Emergency Management and Tourism Stakeholder Responses to Crises: A Global Survey," *Journal of Travel Research* 56, no. 3 (2017): 312.
21   UNWTO, "TOURISM EMERGENCY RESPONSE NETWORK (TERN)," *UNWTO*, Jul. 25, 2019, Jan. 17, 2021 Accessed, https://www.unwto.org/esilience-tourism-development.
22   UNWTO, "75 Years of the United Nations: Cooperation and Trust as Important as Ever," *UNWTO*, Oct. 23, 2020, Feb. 1, 2021 Accessed, https://www.unwto.org/news/75-years-of-the-united-nations-cooperation-and-trust-as-important-as-ever.
23   UNWTO, "SUPPORTING JOBS AND ECONOMIES THROUGH TRAVEL & TOURISM," *UNWTO*, Apr. 1, 2020, Jan. 17, 2021 Accessed, https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-04/COVID19_Recommendations_English_1.pdf.

Strike on Global Economy

Tourism-dependent livelihoods

Tourism is a person-to-person sector. Due to this characteristic of the tourism sector, it is uniquely easy to be affected by public health emergencies. Popular destinations are usually crowded, making them the perfect targets for viruses. In order to contain the virus, the tourism industry has to be suspended. This method protects people's health while putting tourism in a stagnant position. Tourism creates jobs and boosts the economy at every development stage. Tourism-related jobs not only refer to staff in tourist sites, but also include those in restaurants, hotels and other service sectors. Even when the world was facing an economic crisis, the employment of tourism still grew steadily. From 2010 to 2018, the employment across all economic sectors grew 11%, but the employment in accommodation and restaurants grew by 35%, far more than other economic sectors.[24]

It is estimated that 100 to 120 million tourism jobs are at risk globally with the ban on tourism.[25] Workers lost their livelihoods, and the government lost a way to promote economic development. Vulnerable populations are more likely to get hurt and cannot ensure their own minimum standard of living. Also, the government needs to give unemployed people subsidies, which creates even more burden to the government.

Transport and tour operators

Tourism is always connected with the transport sector. With the closing down of more and more cities, even countries, travelling was banned, and tourism was brought to a standstill. The outbreak of public health emergencies had affected aviation in varying degrees in history. (See Figure 2) As for the latest pandemic, a survey conducted by an Italian association in March 2020 indicates that firms in transport were affected most on account of the demand downfall in the COVID-19 pandemic, with the highest affected-firm rate of 98.9%.[26] Even if some places don't take measures to block their territories for fear of contagion, consumers are more likely to cancel their plans of going out, which reduces consumption observably. The fee for ticket changing and refunding increase the operating costs of transport firms. With less income, transport firms are unable to pay salaries to workers or workers have to be laid off.

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24 UNWTO, "SUPPORTING JOBS AND ECONOMIES THROUGH TRAVEL & TOURISM," *UNWTO*, Apr.1, 2020, Jan 17, 2021 Accessed, https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-04/COVID19_Recommendations_English_1.pdf.
25 UNWTO, "2020: WORST YEAR IN TOURISM HISTORY WITH 1 BILLION FEWER INTERNATIONAL ARRIVALS," Jan. 28, 2021, Feb. 25, 2021 Accessed, https://www.unwto.org/taxonomy/term/347.
26 CNA, "Effetti negativi sul 72% delle imprese, oltre 7mila risposte al questionario CNA," *Confederazione Nazionale dell'* Artigianato, Mar. 3, 2020, Jan. 22, 2021 Accessed, https://www.cna.it/effetti-negativi-sul-72-delle-imprese-6-327-risposte-al-questionario-cna/.

The International Civil Aviation Organization (ICAO) reported that the seating capacity fell by around 50% in 2020.27 The number of aviation passengers was around 4.5 billion in 2019, but in 2020, this number dropped to 1.8 billion, almost the same level as the year 2003. This figure indicated that the financial loss of the industry was around 370 billion dollars.28 This also includes 13 billion dollars loss of air navigation services providers.[29]

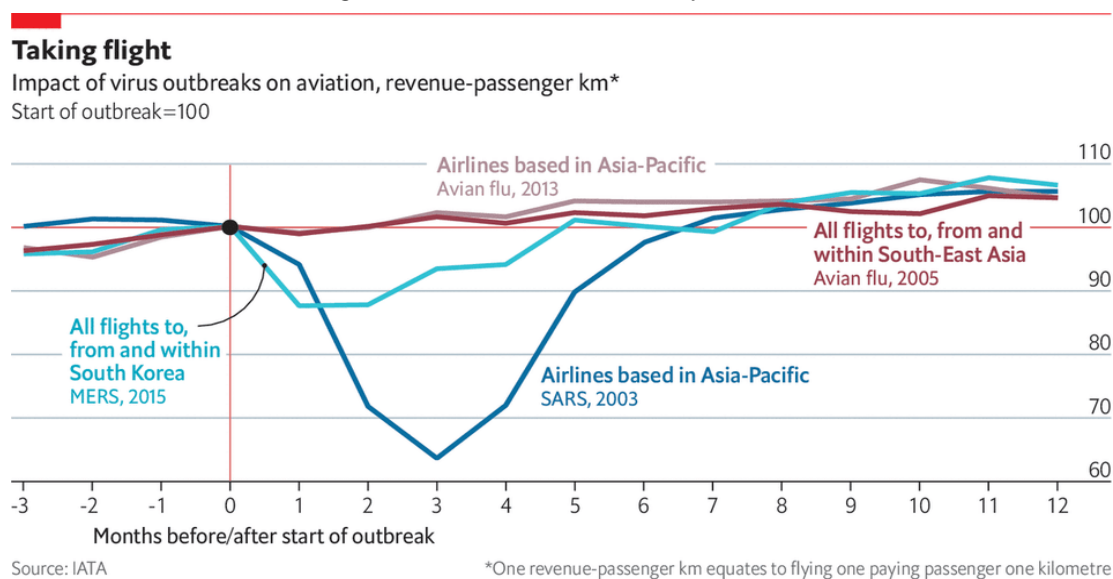Figure 1 Global Estimates of Impacts in 2020[30]

Figure 2 Impact of Past Outbreaks on Aviation[31]

27   UN, "Air travel down 60 per cent, as airline industry losses top $370 billion: *ICAO*," UN News, Jan. 15, 2021, Jan. 22, 2021 Accessed, https://news.un.org/en/story/2021/01/1082302.
28   Ibid.
29   Ibid.
30   ICAO, "Economic Impacts of COVID-19 on Civil Aviation," *ICAO*, Jan. 20, 2021, Jan. 22, 2021 Accessed, https://www.icao.int/sustainability/Pages/Economic-Impacts-of-COVID-19.aspx.
31   The Economist, "Airlines Will be Hit Hard by Coronavirus," *The Economist,* Feb. 3, 2020, Feb. 28, 2021, Accessed, https://www.economist.com/graphic-detail/2020/02/03/airlines-will-be-hit-hard-by-coronavirus.
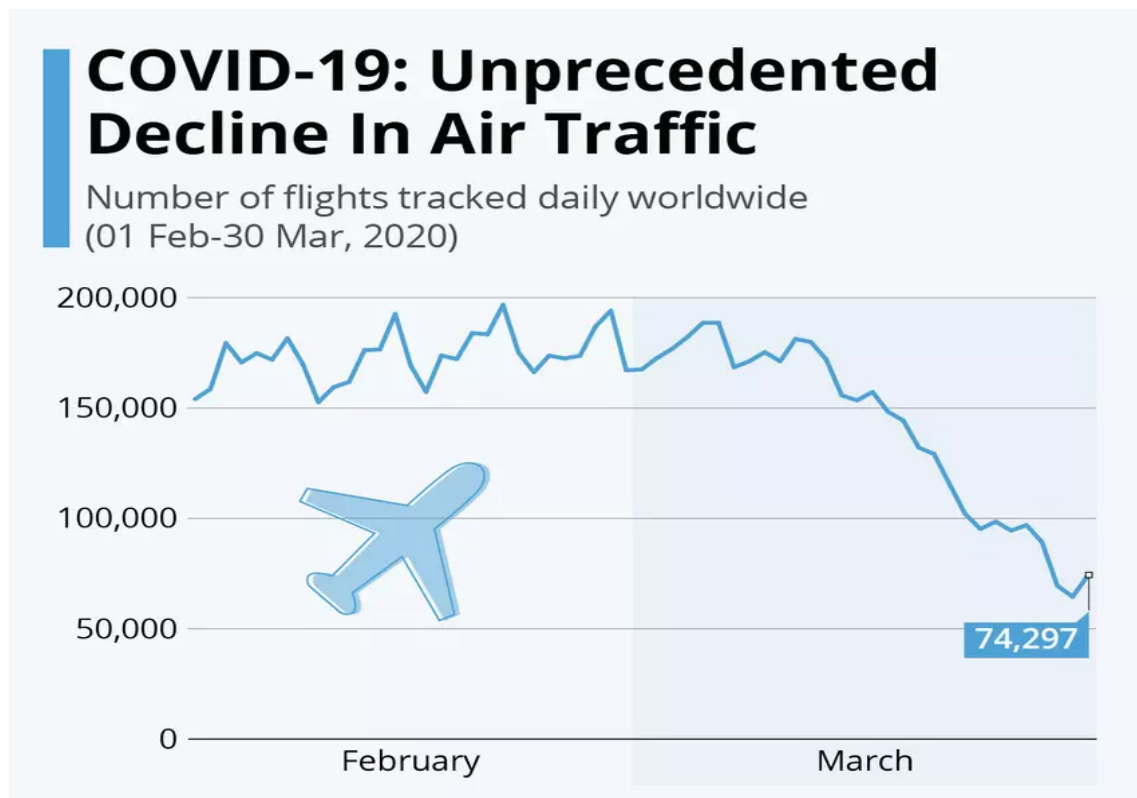
Figure 3 Number of Flights Tracked Daily Worldwide (Feb.1st-Mar.30th, 2020)[32]

Transport firms are not the only sector that bears the loss caused by public health emergencies. Tour operators were also at risk of bankruptcy. Before 2020, 82% of the U.S. Tour Operators Association members expected 2020 to be a "boom year", but then COVID-19 began its global spreading, and the strike was devastating for tour operators.[33] Customers postponed or even cancelled their bookings, which made tour operators shut down one after another, with only a few able to withstand the strain of income decrease. In the past, incidents or disasters in one area were almost impossible to impact tourism in other parts of the world because tourists were likely to rebook to another destination. But COVID-19 spared no country and region except Turkmenistan and the Democratic People's Republic of Korea.[34] For many tour operators, tourism suspension for months is a threat to them.

32   Niall McCarthy, "Infographic: COVID-19 causes an unprecedented decline in air traffic," *World Economic Forum*, Apr.1, 2020, Feb. 28, 2021 Accessed, https://www.weforum.org/agenda/2020/04/infographic-covid19-air-traffic-aviation-coronavirus-international-travel/.
33   David Cogswell, "COVID-19 Drives Tour Operators to Higher Levels of Service," *Travel Market Report,* Mar. 20, 2020, Feb. 2, 2021 Accessed, https://www.travelmarketreport.com/articles/COVID-19-Drives-Tour-Operators-to-Higher-Levels-of-Service.
34   WHO, "WHO Coronavirus Disease (COVID-19) Dashboard," *WHO*, Feb. 1, 2021, Feb. 2, 2021 Accessed, https://covid19.who.int/.

Tourism-driven merchandise trade

Foreign visitors are often considered as high-value exports. Tourism-driven merchandise is often characteristic of a region, including articles of daily use, cultural goods, artworks, souvenirs, food, etc.[35] They are part of the export promotion programme of a nation. In 2019, the merchandise trade in tourism represented 30% of the world's total exports of services. In developing countries, the use of tourism-driven merchandise was even more significant. 45% of the global export of services was from tourism.[36] The stop of transport brings a halt to import and export practice. Unsalable merchandise is stranded in retailers, and producers cannot create income in this way.

Poor Governance and Cross-sectoral Coordination

A strong government can assist in recovering tourism markets. However, the present governments are not swift and forceful enough to deal with the immediate tourism disruption.[37] For example, the governments in some developing countries manage and operate the Destination Management Organisations (DMOs).[38] They are intermediaries that help different destination stakeholders to collaborate and improve destination competitiveness. The stakeholders they engage with include tourism workers' associations, civil societies and citizens' platforms, and the stakeholders are supposed to ensure all voices related to tourism can be heard. However, most stakeholders consider themselves as managers rather than organisers. They are more likely to sit at the development table as bureau representatives. Thus, they do not realize the need for their involvement in tourism projects.[39] The travel plans they proposed cannot meet the need of travellers. According to a report published on March 9th, 2020, DMOs in North America operated and marketed with minimal shifts in managing tourism during the COVID-19 pandemic.[40] They were still recommending travel plans incompatible with the situation, let alone the repairing plans. There is hardly any policy to structure for a faster bounce back and better resilience in tourism.

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35   Bayaer Yang, "On the Importance of Tourism Commodities in Tourism Industry," *Journal of Inner Mongolia Normal University* (Philosophy & Social Science) 37, no. 4 (2008): 110.

36   UNWTO, "SUPPORTING JOBS AND ECONOMIES THROUGH TRAVEL & TOURISM," *UNWTO*, Apr.1, 2020, Jan 17, 2021 Accessed, https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-04/COVID19_Recommendations_English_1.pdf.

37   OECD, "Coronavirus: The World Economy at Risk," *OECD*, Mar. 2, 2020, Feb. 3, 2021 Accessed, https://www.oecd.org/berlin/publikationen/Interim-Economic-Assessment-2-March-2020.pdf.

38   Mohamed A. Abou-Shouk, "Destination management organizations and destination marketing: adopting the business model of e-portals in engaging travel agents," J*ournal of Travel & Tourism Marketing* 35, no. 2 (2018): 178.

39   Ulrike Gretzel, D.R. Fesenmaier, Sandro Formica, and Joseph O'Leary, "Searching for the Future: Challenges Faced by Destination Marketing Organizations," *Journal of Travel Research* 45, no. 2 (2006): 116-126.

40   MMGY, "The Impact of COVID-19 on Destination Management Organizations in North America," *Travel Intelligence*, Mar. 9, 2020, Feb. 2, 2021 Accessed, https://www.mmgyintel.com/coronavirus.

Furthermore, the stakeholders of DMOs in developing countries engaged in this organisation are minimal because DMOs are short of the incentives for stakeholders to take part in. Without the collaboration of developed countries, funding became a problem. It was partly caused by the lack of communication between partners of DMOs, and inefficient resources allocation among members. Meanwhile, the communication and subsequent coordination with markets require stakeholders to raise extra capabilities and resources, which is hard to achieve at times of limited funding.[41] This is a vicious circle in tourism management.

Cultural and Social Impacts on Communities

With the suspension of tourism, people miss chances to explore, learn about and embrace exotic cultures since cultural attractions visiting is an important part of tourism. What's worse, xenophobia may arise from public health emergencies. Misinformation related to the disease is the main reason behind it. People living in tourist destinations lack accurate facts about the disease, and they simply think all tourists from other places will bring viruses to them.

Besides, for tourist destinations in lesser-developed countries, advanced facilities like accommodation of higher standards are usually built to welcome affluent tourists.[42] Those facilities are often unaffordable for local people. In times of public health emergencies, advanced facilities are idle without tourists. This is a waste of tourist resources, and the cost of establishing such facilities cannot be recovered.

Public health emergencies also increase the difficulty of conserving cultural heritage. Cultural heritage sites are usually maintained by specialised workers in tourism. Tourism is an important pillar of World Heritage conservation. In the wake of COVID-19, 25% of the countries closed sites totally while 29% partially closed World Heritage places.[43] With closures of heritage sites that depend on tourism to maintain the budgets of management and conservation, it is not sure whether cultural heritages can be conserved well or not.

41 Ulrike Gretzel, D.R. Fesenmaier, Sandro Formica, and Joseph O'Leary, "Searching for the Future: Challenges Faced by Destination Marketing Organizations," *Journal of Travel Research* 45, no. 2 (2006): 116-126.
42 State of New South Wales, Department of Education and Communities, "Society, Culture and Tourism," T*AFE NSW Open Training and Education Network*, Oct. 8, 2014, Feb. 4, 2021 Accessed, https://yourdecision.oten.tafensw.edu.au/pluginfile.php/340/mod_page/content/83/Tourism%20Sample%20Unit/social_and_cultural_impact_of_tourism.html.
43 UNESCO, "Monitoring World Heritage sites closures," *UNESCO,* Feb. 1, 2021, Feb. 4, 2021 Accessed, https://en.unesco.org/covid19/cultureresponse/monitoring-world-heritage-site-closures.

Possible Solutions

Improvement on Crisis Management Strategies

Crisis management is crucial to the tourism industry especially in times of emergency. Tourism crisis management mechanisms at all levels provide a theoretical framework for studying the problematic situations and a practical way of investigating crises and restoring the order of destinations.

The United States' active response to the tourism crisis after September 11 (9/11) sets an excellent example of crisis management. The collapse of the World Trade Center (WTC), New York City in 2001 marked a full-blown attack, including health effects, from physical injuries to emotional trauma.[44][45] Alert to the post-9/11 downturn in tourism, six programs were initiated to monitor, fathom and treat various WTC-related respiratory illness. The WTC Health Registry, the largest program administrated by the NYC Department of Health and Mental Hygiene, is in telephone-based service for people in the crisis vicinity.[46] As for specific tourism strategies, the US Congress passed Air Transportation Safety and System Stabilization Act (ATSSSA) while a lobbying group of industry members proposed the Travel Industry Recovery Coalition (TIRC) Six-Point Plan, encompassing budget measures and crisis evaluation modelling.[47] The statistics below indicate the primary reinforcers of this powerful management.

Type of Effects	Effects of September 11, Without Policy Responses	Effects of Reduced Demand by International Tourists	Effects of Reduced Demand for Domestic Air Travel and Tourism
Total change in tourist spending ($bn)	−50.69	−15.89	−40.88
Constant dollar GDP ($bn change from base)	−27.27	−10.54	−17.97
Net effect on government budget ($bn change from base)	−7.27	−2.60	−4.94
Constant dollar factor adjustment ($bn)	30.93	12.88	21.44
Relative factor adjustment (%)	0.75	0.32	0.49
Constant dollar employment ($bn)	−13.57	−5.96	−7.85
FTE employment ('000)	−383	−155	−248
FTE jobs lost ('000)	559	198	414
FTE jobs lost in airlines ('000)	203	42	160
FTE jobs lost in hotels and other accommodation establishments ('000)	174	42	146

Figure 1 Effects of Reductions in Tourism Demand after September 11[48]

44 History.com Editors, "September 11 Attacks," *HISTORY*, Feb. 16, 2021 Accessed, https://www.history.com/topics/21st-century/9-11-attacks

45 Janet Heinrich, "Health Effects in the Aftermath of the World Trade Center Attack," *United States Government Accountability Office*, Sep. 8, 2004, Feb. 16, 2021 Accessed, https://www.gao.gov/assets/120/111215.pdf

46 Ibid.

47 Blake A Sinclair M, "Tourism Crisis Management - US Response to September 11," *Annals of Tourism Research* 30, no. 4 (2003): 813-832.

48 Ibid.

In view of the US government's practices, countries need to enhance tourism crisis management capacity to offset post-COVID-19 downturn. The crisis management capacity is reflected in three stages of mechanisms: the early-warning mechanism, response and management mechanism, and crisis evaluation mechanism.

The system of crisis early-warning in the tourism industry has been in the limelight for over half a century, providing the foundation and core support for crisis management system - only by actions in advance can prompt and favourable decisions be made.[49] Confronted with the pandemic, the early warning mechanism's overriding tasks are to prevent public health emergencies, adjust the public health service structure to normalcy, and maintain a continuous and stable growth of the industry. The intricate mechanism is accountable for information collection and analysis, crisis forecasting, and pre-control of the crisis – intervening and controlling the situation before it breaks out. Notably, early warning mechanism's effectiveness is dependent on the collection and analysis of information; Therefore, governments ponder over the information transparency and analytical institutions' involvement.

The crisis response and management mechanism is based on the characteristics of crisis - urgency, uncertainty, severity, and periodicity - decisive to crisis control in a timely and effective manner.[50] In the meantime, several factors spell trouble for the smooth operation of the mechanism. Firstly, even if the early-warning mechanism signals a public health hazard, incompetent crisis management can easily write off scrupulous feedbacks from the mechanism. Secondly, at the governmental level, the legal systems, health authorities and correspondent bodies to safeguard the health of tourism are frail. Thirdly, direct subsidies and targeted planning for tourism establishments' recovery are commonly insufficient and delayed.

The crisis evaluation mechanism demonstrates the epidemic's impact on tourism, from the dire socio-economic environment to decreased tourist spending and trust. Besides, critical evaluation clarifies various responsibilities within the industry. US post-9/11 rehabilitation employed modelling evaluation devices that visualised its tourism industry from a professional spectacle.[51] For further enhancement, the evaluation mechanism of public health crisis requires multi-sectoral synergies and active surveillance of the industry environment.

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49 Bruce Pridequx. "Events in Indonesia: exploring the limits to formal tourism trends forecasting methods in complex crisis situations," *Tourism Management* 24, (2003): 475-487.
50 Javier Mulero Chaves, Tomaso De Cola, "Public Warning Applications: Requirements and Examples," *Wireless Public Safety Networks 3 - Applications and Uses*, (2017): 1-18.
51 Blake ASinclair M, "Tourism Crisis Management - US Response to September 11," *Annals of Tourism Research* 30, no. 4 (2003): 813-832.

Notwithstanding the prevalence of the disease, research in crisis management strategies represents a promising development in tourism. Certain impact of crises on the tourism industry can solidify industrial resilience, forcing tourism enterprises to improve the quality of tourism services and provide safe and reliable high-quality tourism products to domestic and foreign tourists.

Destination Reconstruction and Community Support

The containment of the epidemic launches reconstruction of the destination, the first step towards trust rebuilding and tourism development. The British scholar DR Dimitrios Buhalis first proposed the definition of a tourism destination as a geographical area signifying a unique entity with the policy and legal framework for tourism marketing and planning.[52] And R. W. Butler devised the Tourism Area Life Cycle Model, illustrating three different stages of destination expansion trajectory: exploration, involvement and development.[53]

The Great East Japan Earthquake of 2011 destroyed Japan's national strategy that foregrounded tourism, which had been in place since 2003. Still, the predicament in tourism lasted no more than three months before quickly rebounding, thanks to the Japanese government that sought support from neighbouring countries, introduced a new visa policy, built tourist trust in the destination, ultimately saving the fragile island nation.[54] The country's geographical condition, historical experience, and social-economic concern were all embedded in destination reconstruction and support strategies. From another issue-driven perspective, Japanese practices inspire countries worldwide to implement a similar health crisis response.

Theoretically, the greater the distance between the source and destination is, the higher the instability and susceptibility of the tourism product become. In the face of a significant health crisis, tourist spending is very likely to dwindle. To build tourists' trust towards destinations, policy-makers and entrepreneurs focus on embellishing the destination's overall image. As image building takes longer and is more arduous than crisis management, there haven't been consensually systematic or theoretical results on destination reconstruction.

Planned financial aid to destinations guarantees that the post-crisis reconstruction is carried out in an orderly manner. Referring to the Strength, Weakness, Opportunity, and Threat (SWOT) Analysis proposed by Michael E. Porter, to sustain the pandemic, the redevelopment of tourism requires a response mechanism

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52 Buhalis, D.，"Marketing the competitive destination of the future," *Tourism Management* Vol.21, no. 1 (2000): 97-116.

53 Boyd S W , Butler R. W. "The TALC model and its application to national parks: a Canadian example," *Tourism Area Life Cycle*, (2005).

54 Arno Behrens, Stefan Giljun, Jan Kovanda, Samuel Niza. "The material basis of the global economy, worldwide patterns of natural resource extraction and their implications for sustainable resource use policies," *Ecological Economics* 64, (2007): 444-453.

that recognises and evaluates damage to the destination before completing a targeted redevelopment.[55] Such a process calls for governments' financial support for tourism resources and infrastructure restoration, economic management as well as strategic marketing, with business involvement in relief measures.

In the long run, the strategic model plays a crucial role in the destination's development. Practical insurance system and development model build up resistance to public health emergencies. The governmental support should include a full range of social security laws and regulations based on the concern over sustainable development, people's livelihoods, holistic planning, and market orientation.

Community support facilitates rebuilding tourism destination, while the destination keeps sending profits, tourism resources and cultural values back to the community. In the coronavirus outbreak, the community structure has highlighted its advantages – organized, controllable, and beneficial to resource consolidation. Government's pivotal management of community is vital; for instance, China's battle against COVID-19 has enhanced the coordination between sectors. The underlying interaction of health crisis management between government, community and other stakeholders is shown in the figure below.

Figure 2 An Emergency Framework for Countries and Communities for COVID-19[56]

Overall, destination recovery requires coordination between multiple stakeholders, with government-led and business engagement being the mainstay of destination tourism development, ultimately stimulating economic growth.

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55 Michael E. Porter, *Competitive Advantage: Creating and Sustaining Superior Performance*, (New York: The Free Press, 1985), 1-30.

56 China Today, "Pandemic Emergency Response to the Coronavirus, COVID-19," *www. interactioncouncil.org*, Feb. 17, 2021, http://www.chinatoday.com.cn/ctenglish/2018/hotspots/ kjyq/202004/t20200427_800202324.html

Travel Business Modification and Standardization

With the government's policy support, the tourism industry must also continue to explore new ideas for development and new management modes amid the crisis. Competition within the tourism sector can encourage productivity and innovation. However, occasionally, competition is so fierce and prevalent that there is very little cooperation, making the whole sector more incapable of facing up to a crisis. The complexity of modification and standardisation has made it necessary to use government support and technical support to sustain the industry.

Fiscal Expenditure and Investment in Tourism

Fiscal expenditure and investment in tourism stay the driving force behind the industry's transformation. Government assistance such as relief measures plays a vital role in the recovery of tourism, especially for hard-hit Small and medium-sized enterprises (SMEs).

The most common but effective support is through financial subsidies to destinations. By setting up a 'tourism emergency fund', providing preferential policy support for economic losses, and improving compensation and insurance systems, governments can bring the crisis-stricken tourism industry out of the mire. In the wake of the Severe Acute Respiratory Syndrome (SARS) epidemic, which devastated China's tourism industry and caused severe economic losses to the country, the government, based on an analysis of tourist demand, built a system of support and assistance, including but not limited to insurance claims, social security mechanisms and the leave system. After the SARS epidemic was brought under control in June, China's tourism industry soon saw a rebound in the second half of the year.[57]

Large-scale financial subsidies can only give the frustrated industry the most basic protection and do not sustainably guarantee its future development. Therefore, governments also need to focus on specific practitioners in the tourism industry and provide specific and concrete support policies.

SMEs in the tourism industry provide a constant source of vitality for the tertiary sector in all countries, being more sensitive to changes in market demand and able to adapt their marketing strategies. However, their internal resilience to risk is proved to be very limited, often at risk of bankruptcy in times of crisis. The government can provide more employment for tourism-related industries through special funds and wage compensation to ensure the operation of SMEs. For instance, France has allocated €2 billion to provide a "solidarity fund" for small businesses with an annual turnover of less than €1 million, including catering or tourism companies.[58] In principle,

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57   LI Shu-min, WEN Xiu. "On Establishing Mechanism of Tourism Crisis," *Journal of Northwest University(Philosophy and Social Sciences Edition)* 34, (2004): 45-48.
58   Eric Piermont, "France will create a solidarity fund for business," *Tellerreport.com*, March. 12, 2020, Jan. 24, 2021 Accessed, https://www.tellerreport.com/news/2020-03-12---coronavirus--france-will-create-a-solidarity-fund-for-businesses-.H1lNriavr8.html.

these measures have helped to alleviate the difficulties of SMEs. But in practice, they require a multi-sectoral approach with the banking sector and related services, which places high demands on both government departments and SME entrepreneurs.

Admittedly, financial adjustments do not guarantee the recovery of the tourism industry. One-way investment in the epidemic-affected area cannot usher in the systematic promotion of tourism establishments. Countries have a growing awareness of the innovation's significance, the most crucial catalyst to sustainable tourism development. The employment of digital toolkits produces noticeable effects in novel tourism products and advanced tourism marketing strategies.

Digitalization and Digital Tools in Travel Regime

The vitality of digitalisation in tourism is on full display during public health crises. Tourist concerns are focused on safety, trust in destinations eroded on all fronts and their recovery cycle is too long. On the internet platform, tourism opens up broader horizons. With the cooperation of government and companies, "online tourism" has been introduced to the public and has boosted domestic tourism consumption levels.

In a hard time, digitalization revives culture industry, whose tourism products can reach any customer even in quarantine. Google has launched an online virtual art exhibition during the COV-19 epidemic. The exhibition united more than 500 museums and galleries from many countries around the world, including France, Italy, South Korea, Qatar, Turkey and South Africa, etc., where visitors could enjoy artistic masterpieces or learn more about the artists and their works from a panorama angle.[59]

Virtual Reality (VR) technology even broadens the range of online tourism. Oculus, the pioneer and producer of VR goggles, creates the artificial three-dimensional (3-D) visual environment with computer modelling and simulation.[60] Oculus headsets offer purchasers a 360-degree perspective of any corner around the globe, presenting a vivid and sensory experience in *Lufthansa*, an app in coordination with Google Earth.[61] Such online tourism template is sustainable, protecting tourism resources while making the full use of the destination's intangible value. Online tourism is an emerging market, where the successful integration of VR technology and travel application soon invited investment and other participants such as Tencent, Samsung, Digital Domain, etc.[62]

59   Rachel Schnalzer, "You can explore faraway museums from your sofa. Here's how to get started," *Los Angeles Times*, Jan. 21, 2021, Jan. 24, 2021 Accessed, https://www.latimes.com/travel/newsletter/2021-01-21/virtual-museums-to-enjoy-amid-covid-19-restrictions-escapes.
60   Greg Kumparak, "A Brief History of Oculus," *techcruch.com*, Mar. 27, 2014, Feb. 17, 2021 Accessed, https://techcrunch.com/2014/03/26/a-brief-history-of-oculus/
61   Les Shu, "The best VR apps for travel," *digitaltrends.com*, July 18, 2017, Feb. 17, 2021 Accessed, https://www.digitaltrends.com/virtual-reality/best-vr-apps-for-travel/
62   VR Focus, "Tencent," *vrfocus.com*, Feb. 17, 2021 Accessed, https://www.vrfocus.com/tag/tencent/

The digital transformation of tourism is heatedly discussed under several important dimensions, the first of which is the need to use online platforms to alter the traditional perceptions of tourists and innovate the way they experience tourism. To name a few, new media matrices, digital promotion meetings and 3D display platforms facilitate communication between tourists, businesses and the government. Secondly, the government needs to deploy relevant infrastructure as well as advanced technical support. Public cultural service platforms also need to be transformed and upgraded to integrate closely with big data, the Internet of Things and the digital economy to create a stable and favourable environment for the tourism industry to transform.

Notably, digital tourism is still facing problems such as laggard understanding of corresponding technology, scarcity of talent, differences in technology levels, and fragmentation of resources. Worse still, the intelligence of the tourism industry may widen the digital divide. Thus, the digitalisation of the tourism industry is currently unable to change the industrial structure as envisaged.

Solidarity for Socio-economy Recovery

The previous section mainly focuses on specific aspects of crisis management, destination rebuilding, as well as the prospects of the industry. In the following, the industry will be placed against a macro socio-economic background. Companies in the tourism sector tend to be small and weakly integrated, and therefore less resilient to stress. This does not mean that the tourism industry should simply absorb more industry sectors to expand in bulk, but that stakeholders are required to work towards: a clear overall positioning, a scientifically sound internal structural framework and a clear division of labour between sectors.

Cooperation between Tourism and Public Health Sector

There is an urgent need for cooperation between the tourism and public health sectors since the two will strike each other if they do not develop closer interaction, resulting in an all-round threat to economic, social, and public safety. Both sectors should put people and their well-being first, which lays the groundwork for further interaction. Against the epidemic background, tourism establishments ought to attentively observe information update from the health authorities and strictly abide by international health regulations. For its part, the health sector should ensure the order of the tourism industry as well as correspondent transportation and service industries, with full respect to tourists' rights and their home countries' sovereignty.[63] Such collaboration can ensure quality tourism and rebuild tourists' trust in the destinations; It is also expected to stimulate domestic demand in the tourism market to a moderate extent.

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63   WHO Media, "A Joint Statement on Tourism and COVID-19 - UNWTO and WHO Call for Responsibility and Coordination," *who.int,* Feb. 17, 2021 Accessed, https://www.who.int/news/item/27-02-2020-a-joint-statement-on-tourism-and-covid-19---unwto-and-who-call-for-responsibility-and-coordination

Tourism demand can be the culprit for severe public health emergencies. The tourism industry needs a post-epidemic response and recovery plan, and many countries, such as the Chinese government after SARS, have embarked on building a public health emergency response system that is gradually developing and maturing.[64] However, what is universally lacking is a more holistic and comprehensive mechanism designed to alleviate the aftermath of an outbreak and build a public health prevention system for tourism in order to avoid or reduce the aftermath and after-effects of such emergencies.

Coordination Measures and Taskforces among Tourism Industry Branches

As a highly integrated service sector, tourism's many interrelated sectors bring about not only high vulnerability and sensitivity but also highly-integrated platforms to enhance each other.

The government plays an important role in the integration of the sectors. The financial bodies provide for the recovery of the tourism industry as well as the relevant industries through difficult times. The transport sector is always in the limelight of such support as a crucial tourism-related sector. The US has provided US$50 billion in guaranteed loans to the airline industry.[65] Australia has introduced a US$715 million Airline Industry Rescue Package. The sturdy financial support has given a boost to the aviation industry fallen on hard times.[66] In addition to the transport sector, the tourism outreach sector is also important for the entertainment industry. The "Cura Italia" decree provided a €130 million fund, which has been set up to support writers, artists, performers and investors in these sectors affected by the outbreak.[67]

The intertwined nature of the tourism chain places greater demands on the capacity of those working in the sector. Government and business linkages for tourism staff training can improve productivity downstream in the tourism chain, ensure the tourist experience and consolidate the resilience of the tourism industry in a virtuous circle. For example, in New Zealand, $100 million has been spent to support employment by getting peopleactively involved in the labour market or

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64 LI Shu-min, WEN Xiu. "On Establishing Mechanism of Tourism Crisis," *Journal of Northwest University(Philosophy and Social Sciences Edition)* 34, (2004): 45-48.

65 Lori Aratani, "U.S. airlines to accept billions in loans from federal government; still no deal to avoid furloughs," *The Washington Post*, Sep. 30, 2020, Jan. 25, 2021, Accessed, http://cncc.bingj.com/cache.aspx?q=us+airline+loans&d=4897233544487488&mkt=en-US&setlang=en-US&w=KfFa_7XqSkizAX-rohg_-0T4mxniyNDO

66 Paul Karp, "Australian airline industry to receive $715m rescue package," *The Guardian*, Mar. 17, 2020, Jan. 25, 2021, Accessed, https://www.theguardian.com/australia-news/2020/mar/18/australian-airline-industry-to-receive-715m-rescue-package

67 Mia Market, " 'Cura Italia' decree: audiovisual fund of 130 mln," *MiaMarket*, Mar. 18, 2020, Jan. 25, 2021, Accessed, https://www.miamarket.it/en/cura-italia-decree-the-audiovisual-fund-amounts-to-130mln/

trained to help the unemployed return to work.[68] To conclude, in supporting tourism workers and businesses through guidance, advice and education, governments oil the wheels of tourism recovery. Furthermore, the resilience of the tourism industry, in reverse, upgrades the socio-economic ecology in which it thrives.

68　Lucy Bennett, "Prime Minister Jacinda Ardern announces $100m regional employment scheme to focus on Māori, Pasifika people," *NZ Herald*, Feb. 4, 2019, Jan. 25, 2021, Accessed, https://www.nzherald.co.nz/nz/prime-minister-jacinda-ardern-announces-100m-regional-employment-scheme-to-focus-on-maori-pasifika-people/PQAQJ2Q6KBUWS5EZVDEQ3Z5BU4/

TOPIC B Applying for Marketing Campaign for Post-COVID-19 Tourism

Background Introduction

Investment Readiness for Green Finance Mechanisms

Investment Readiness for Green Finance Mechanisms is a new initiative proposed by UNWTO in partnership with the International Finance Corporation (IFC). The purpose is to steer global tourism towards a more sustainable future, to green the sector and promote recovery and responsible growth. Under this initiative, UNWTO and IFC will work alongside each other on a series of programs, stimulating tourism's recovery from the current crisis while at the same time promoting green financing to enhance sustainability across the whole of the tourism value chain.[69]

This initiative comes at a time when global travel has been on pause for months. It represents the organisation's efforts to rebuild tourism, help it grow back better and stronger, and enhance tourism's contributions to the Sustainable Development Goals.

International Finance Corporation

International Finance Corporation is a member of the World Bank Group. Its major goal is to advance economic development and improve the lives of people by encouraging the growth of the private sector in developing countries. Founded in 1956, it has expanded to more than 100 countries where it operates actively.[70]

Tourism is a major area of concern in the private sector and IFC devotes much to boosting its development. IFC identifies one of the biggest problems the industry faces as the lack of projects with enough financial backing and business promise to be considered "bankable" by international investors.[71] It helps by investing in companies through various ways, mobilizing capital from other lenders and investors, and advising businesses and governments to encourage and attract investment.

The work of the initiative mentioned above supports the World Bank Group's twin goals of ending extreme poverty and boosting shared prosperity.[72]

69 UNWTO, "UNWTO and IFC Partner to Facilitate Green Investments for Tourism's Sustainable Future | UNWTO," *UNWTO*, Feb. 5 Accessed, https://www.unwto.org/news/unwto-and-ifc-partner-to-facilitate-green-investments-for-tourisms-sustainable-future

70 International Finance Corporation, "About IFC," *IFC*, Feb. 5 Accessed, https://www.ifc.org/wps/wcm/connect/corp_ext_content/ifc_external_corporate_site/about+ifc_new.

71 Ibid.

72 UNWTO, "UNWTO and IFC Partner to Facilitate Green Investments for Tourism's Sustainable Future | UNWTO," *UNWTO*, Feb. 5 Accessed, https://www.unwto.org/news/unwto-and-ifc-partner-to-facilitate-green-investments-for-tourisms-sustainable-future

Targeted Areas

The COVID-19 pandemic has cast a catastrophic impact on the tourism industry. To strike a balance between containing the pandemic and supporting tourism's recovery, member states should seriously consider the risks and opportunities when conceiving and planning the marketing campaign.

To organise a marketing campaign for tourism, many preparations need to be made and anticipations be set. Under strict control against the pandemic, countries may consider the following four areas to start with when planning the marketing campaign for tourism: Tourist Presence and Activity, Management and Visitor Experience, Marketplace Assessment, and Cultural Heritage Preservation. They are highly relevant to tourism marketing as well as post-COVID tourism.

Apart from the important areas mentioned below, delegates should also conduct further research on market potential, marketing strategies, cost and income, marketing positioning, and so on.

Tourist Presence and Activity

Tourist presence and activity is the basis of tourism. In the post-pandemic era, making people come and stay is the first step to revitalize tourism.

Currently, border control and travel restrictions caused by the pandemic have led to a sharp decline in the number of tourists. Attracting tourists is becoming trickier for destinations and scenic spots.[73] Therefore, countries must seek reliable platforms and creditable partnerships to restore consumers' confidence and desire for traveling.[74] For tourists, a huge obstacle to travelling is the current health and safety concern. Thus, proper health and safety protocols and hygiene criteria of the destinations and activities should be in place.

To attract more visitors, the member states must also expand visitors' demand. Offering fiscal subsidies like travel vouchers or other travel incentives can help to expand visitors' demand to some extent.[75][76]

73　Ibid
74　News, UNWTO "GLOBAL GUIDELINES TO RESTART TOURISM" accessed May 28 2020 page:17 https://www.unwto.org/news/unwto-launches-global-guidelines-to-restart-tourism
75　UNWTO, "Understanding Domestic Tourism and Seizing its Opportunities UNWTO BRIEFING NOTE – TOURISM AND COVID-19, ISSUE 3" accessed Sep 2020 page:22,23 https://www.e-unwto.org/doi/epdf/10.18111/9789284422111
76　UNWTO, "Briefing Note – Tourism and COVID-19, Issue 1. How are countries supporting tourism recovery?" accessed Jun 2020 Page:24 https://www.e-unwto.org/doi/book/10.18111/9789284421893

Management and Visitor Experience

Since the plague first took its toll on tourism, many managerial problems had revealed themselves. Lacking urgent measures of virus identification and control, chaotic distribution and attribution of responsibility, insufficient regional and cross-industry emergency response mechanism, and many other serious problems left to be solved. All of these structural and systematic vulnerabilities are constantly giving rise to harmful and unfriendly experiences for tourists.

Reforming the obsolete system and developing new tourism services and products is a practical way to go into the post-pandemic era. To improve and reinforce tourism management, the national and local governments ought to firstly distribute the jurisdictions, fields, and responsibilities to every administrative unit with clarity. Secondly, lift management standards and enhance supervision. Third, amplify governments' capability to tackle emergencies, such as create crisis management mechanisms and strategies, work out new regulations and protocols, and draft great plans to better manage the tourism market and provide an amiable, convenient, friendly, and open travel environment.[77] Finally, explore new ways to coordinate tourism and its relevant entities like corporations between governments and private sectors. On the other hand, coming up with new ideas and promoting new tourism products can offer visitors fresh experiences and understandings about different regions, races, groups, and cultures. More projects and activities can be implemented to explore new possibilities. Nature, animal, history, commodity, art, sport, myth, and architecture can all be turned into attractive elements.

Moreover, with more mature technologies come into practice, the management of tourism can be lifted to a whole new level, and so do the experiences they would present to the tourists.

Market Assessment

The tourism market has become more and more crowded. Firstly, with the stable and positive development of the world economy and the world poverty alleviation, more and more people can afford to spend time traveling, so the demand for tourism commodities is rapidly increasing. Moreover, realizing the potential of the tourism industry, the majority of the governments around the world are making great efforts to facilitate its development. At the same time, more Micro, Small and Medium Size companies (MSMEs) are seeking opportunities to make a big fortune. All these factors mixed up, contributing to the tourism market and making it grow more and more cross-industry and continuously extending to other fields, regions, and social groups.

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77 UNWTO "Supporting Jobs and Economies Through Travel and Tourism" UNWTO E-library page:22 April 2020 https://www.e-unwto.org/doi/book/10.18111/9789284421633

The marketplace is quickly shifting. From the supply side, one single place cannot remain attractive forever. A destination usually develops according to the Tourism destination life cycle theory.[78] It divides the evolution process of tourism destination into six stages according to the time sequence: exploration stage, participation stage, development stage, consolidation stage, stagnation stage, and decline or recovery stage. One trick eats the best is not an option. This forces tourism to constantly reform and innovate. Second, the characteristics of each destination are different and must be taken into account. A great many tourism activities have seasonality, for example, snow-covered landscape in temperate areas, seasonal tide in coastal regions, and seasonal migration of animals on the African savannah.[79] Thus, the seasonal and geographical characteristics are important scales for the level of attractions. Third, with the rapid advancement of modern technologies, new types of tourism flood the crowded market. For instance, VR virtual traveling and online museums are novel products that caught on during the pandemic.

Therefore, the member states of this committee should carefully evaluate the scenario of the travel market and design proper marketing campaign plans based on substantial market research. Enhancing particularity, which separates one destination from another, is a crucial step to attract tourists. Countries and private sectors should also make full preparation for sudden twists and turns, which is commonplace in the tourism market.

Cultural Heritage Preservation

The prosperity of the metropolis serves as a foil to the gradual exacerbation of the cultural heritage. The unexpected outbreak of the COVID-19 pandemic makes the cause more arduous and formidable. The loss of tourists leads to a financial crisis and makes the maintenance hard to proceed with. The maintenance crews had to reduce their staff, leaving the procedures of upkeep more difficult.

In addition, there is also a serious lack of effective methods, insufficient awareness, and inadequate engagement in cultural heritage preservation. The following are some of the recommendations for members to consider. First, establish or expand more specialized agencies and put forward more rational principles like Principles of authenticity and integrity protection.[80] The principle requires that construction activities around or within the realm of destinations shall conform to the requirements of the protection plan and shall not damage the authenticity and integrity of the historical and cultural heritage,

78   Qi Hong ling, Liu Ji sheng, Mei Lin. Progress of Tourism Area Life Cycle Theory. Scientia Geographica Sinica,2018,38(2):264-271.] Doi: 10.13249/j.cnki.sgs.2018.02.013 Vol. 38 No. 2 Feb., 2018 Scientia Geographica Sinica

79   R.W.Butler "Chapter 2: Seasonality in Tourism: Issues and Implications" from Annuals of Tourism Research 2001 page:5-21 https://www.sciencedirect.com/science/article/pii/B9780080436745500052?via%3Dihub

80   Wang Changsong, "Protection and development mode of famous historical and cultural cities" accessed Sep 25 2020 Social Governance page: 60-61 https://kns.cnki.net/kcms/detail/detail.aspx?dbcode=CJFD&dbname=CJFDLAST2019&filename=RMLT201927020&v=lT8es%25mmd2BREkzMmPV8S1b1U%25mmd2Bjh6joMFjUrsssA6ojbS3OzFYaoHUVbA135qglX6zSoe

and shall not damage its traditional pattern and historical features. Second, ensure clear responsibility distribution. Third, build funds that offer financial support for the preservation projects. Fourth, enhance publicity and education on the significance of cultural heritage preservation and raise people's confidence and sense of identity for their own culture.[81] Modern technology can be of great use in this respect. The up-to-date digital devices like VR glasses, AR technology, and 3D printing can all be precious helpers to introduce a modern element into the centuries-old heritages.[82]

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81 UNWTO, "Khiva Declaration on Tourism and the Preservation of the Cultural Heritage Déclaration de Khiva sur le tourisme et la préservation du patrimoine culturel" 1 Sep 1999 | volume 9, number 1 page:4
82 Tao Mingnan "AR technology and cultural heritage of Changchun" The marketing world Mar 2020 page;101-102 https://kns.cnki.net/kcms/detail/detail.aspx?dbcode=CJFD&dbname=CJFDAUTO&filename=YXJI202103050&v=RkKIVyBW77pNv75VZSjLnt0adrO39a4hYwhsp8LwwD85pAkgbMtDA2fEechVh8wr

Case Study of Tourism Campaign

"Go To Travel" in Japan is a typical tourism campaign that was introduced to restart tourism in the post-COVID era. It had its merits and limits.

To restart the economy under the surge of the COVID-19 pandemic, the Japanese national government, having assessed its performance in epidemic management, launched the large "Go To" campaign. As part of it, which specialized in the tourism sector, "Go To Travel" initiated in July 2020 provided Japanese residents with much more economical domestic travels in the form of both direct discounts and coupons. In all, the cost of accommodation and travel packages can be cut in half.[83] There are official websites recommending popular destinations, guiding people to book online and complying with travel etiquettes, an online service of coordinated process. As a market-oriented economic approach, there are certain limits of reimbursement in accordance to units of person and night and regulations that qualify costs with registered travel businesses only. The delicate calculation, together with the guideline of "new travel etiquette", allows private sectors on the supply chain to attract more visitors, and the domestic travel gained back from the pandemic era could help lift the burden on Japan's economy.[84]

Even though the "Go To Travel" campaign was designed from a straightforward but effective starting point, it was suspended in Tokyo from Friday December 18, 2020, and nationwide from December 28, 2020, currently until March 8, 2021, because of the sharp increase of COVID-19 cases suspected to be contributed by the campaign.[85] The mounting infection cases of COVID after the project initiation, which was about three times greater than the control period, showed the failure in the first trial of "Go To Travel", but what had gone wrong?

Japanese national government assessed the potential of its domestic tourism market and proved that once they choose to prop up the industry with cut-price, the COVID-19-oppressed demand will be released, but they underestimated the severity of this public health emergency in the aspect of its transmission capability, as human movements were definitely multiplied by reopening of intercity transportation without strict management. The methodology and causal link were rational in this project, while it was not scientific enough as they didn't tighten the rules flexibly according to the change in travel restriction, nor did they introduce a comprehensive emergency reaction strategy to stop further spread as one "hot spot" occurred. Many clauses related to self-hygiene and social-distancing remained as "guidelines" rather than "regulations". Freer in-person communications allowed, a more complex legislative structure required and mandatory testing necessitated.

83　"'Go To Travel' Explained," Accessed February 18, 2021, https://www.japan-guide.com/news/0053.html.
84　"Coronavirus Manners," Accessed February 18, 2021, https://www.japan-guide.com/e/e2234.html.
85　"Go To トラベル事業の一時停止措置の継続について," 旅行者向け Go To トラベル事業公式サイト, Accessed February 18, 2021, https://goto.jata-net.or.jp/info/2020102902.html.

Though the "travel-case" causal link in this example is still open to debate, tourism campaigns cannot all wait for mathematical modelers of infectious disease to prove the relationship before optimizing their project into an advanced version.[86] In UNWTO, BIMUN 2021, delegates' application forms are expected to cover targeted problem-solving policies responsible for reducing potential risks and tackling COVID return in a rapid manner, besides a clear blueprint towards the project objective such as travel savings through discount and coupons.

86　"Japan's Go To Travel Campaign Sparks Debate on Links to COVID-19 Spread | The Japan Times," Accessed February 18, 2021, https://www.japantimes.co.jp/news/2020/11/27/national/go-to-travel-campaign-debate/.

Bloc Positions

Asia

As the most densely populated continent in the world, Asia is prone to health risks of public health emergencies.[87] It is also one of the key priorities of WHO in strengthening emergency risk management.[88] Countries in Asia are addressing the epidemiological problem with a demographic challenge, because a large number of travellers have connected Asia to all parts of the world.

As the first country that discovered COVID-19 cases, China has taken measures including the common use of surgical masks, school and company closures, postponement or countermand of mass gatherings and public traffic control to contain the spread of COVID-19. Ministry of Culture and Tourism of the People's Republic of China (MCT) released a notice about epidemic prevention in tourism, including a) setting up a special working group to formulate and improve emergency response plans; b) keeping in touch with hospitals and disinfecting relatively confined tourist sites; c) strengthening the publicity and guidance of COVID-19 prevention; d) checking and reviewing foreign-related tourism exchange activities, and; e) establishing epidemic reporting system.[89] Since March 2020, the cumulative cases grew much slower in China.[90] People restart to travel gradually.

The loss of tourism was inevitable. In the first quarter of 2020 in China, the inbound tourists dropped 87.15%, the domestic travellers dropped 81.65%, and outbound tourists dropped 77.74%.[91] As the circumstance in epidemic prevention and control was improving in China, the tourism industry was going to revitalize its development vitality. The government subsidizes tourism companies by reducing rent, providing interest-free loans, holding cultural consumption activities, etc. Apart from the aid from the government, live video streaming also contributed a lot. It has flourished unprecedentedly as a new mode of tourism promotion. Many scenic spot departments adopted this method to help the recovery and development of tourism. Daya Bay, Huizhou

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87   WHO, "Health for Billions," *WHO*, Feb. 1, 2021, Feb. 5, 2021 Accessed, https://www.who.int/southeastasia/about?

88   Ibid.

89   Xiaowei Yan, "Notice of the General Office of the Ministry of Culture and Tourism of People's Republic of China on the Prevention and Control of Novel Coronavirus Pneumonia Infection," *Ministry of Culture and Tourism of People's Republic of China*, Jan. 23, 2020, Jan. 27, 2021 Accessed, https://www.mct.gov.cn/whzx/ggtz/202001/t20200123_850561.htm.

90   WHO, "Coronavirus Disease Dashboard," *WHO*, Feb. 17, 2021, Feb. 17, 2021 Accessed, https://covid19.who.int/table.

91   Ministry of Culture and Tourism of the People's Republic of China, "Report of the Ministry of Culture and Tourism on the Statistical Survey of National Travel Agencies in the First Quarter of 2020," *Ministry of Culture and Tourism of the People's Republic of China*, Sep. 25, 2020, Feb. 17, 2021 Accessed, http://zwgk.mct.gov.cn/zfxxgkml/tjxx/202012/t20201204_906495.html.

is one of the examples. It started online promotion and reservation from June 13th.[92] In cooperation with live-broadcasting platforms, the tourist attractions around Daya Bay were introduced, as well as the hotels, special local products and restaurants there. The scenic area managers can control the number of tourists according to the tickets people book. Tourists will be rewarded if they post their traveling photos or videos online. People who cannot visit there in person can buy souvenirs through live streaming.

Indonesia is a popular tourist destination internationally, making it a highly susceptible place towards COVID-19. Because of this, Indonesia was making health declaration and a fourteen-day quarantine mandatory for inbound travellers.[93] They were not allowed to visit temporarily-closed tourism spots in regard to COVID-19. Then, as the pandemic was gradually brought under control, Indonesia reopened more and more sites. Among all tourism destinations, Bali is the leading one. At first, Bali was only reopened to domestic tourists. Having seen the rise of tourists' arrival in Bali after the drop in the third quarter, the government of Indonesia planned to welcome international tourists group by group.[94] In partnership with UNWTO, a Capacity Building Workshop was held under the topic of Restarting International Tourism in Bali. Experts and leaders discussed in this workshop and finally issued *Cleanliness, Health, Safety and Environment Sustainability*, including several protocols established by Indonesia, UNWTO and ICAO. This mode will be widely adopted in the rest of Indonesian tourism sites if it functions well. It may help with the Indonesian economy while maintaining health and safety.

Africa

As a result of the COVID-19 pandemic, international tourists decreased by 35% in Africa from January to April 2020.[95] Luckily, WHO was working with Africa to strengthen response capacities even before the first confirmed COVID-19 case was reported in Algeria, so that the cases and deaths in Africa remain lower than in other regions.[96] The tourism sector in Africa is being adapted to the post-coronavirus reality by re-adjusting its business models.

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92 Huizhou Dayabay ETDZ Administrative Commission, "The Daya Bay area will hold live broadcast promotion activities," Huizhou Daya Bay *ETDZ*, Jun. 14, 2020, Jan. 27, 2021 Accessed, http://www--dayawan--gov--cn.proxy.huizhou.gov.cn/gzdt/bmdt/content/post_3939378.html.

93 Ministry of Tourism, Republic of Indonesia, "Indonesia Prevention to Fight COVID-19," *Travel Indonesia*, May 15, 2020, Jan. 27, 2021 Accessed, https://www.travelindonesia.cn/gb/en/news/indonesia-prevention-to-fight-covid-19.

94 UNWTO, "UNWTO works with Government of Indonesia to Restart Tourism in Bali," *UNWTO*, Dec. 8, 2020, Jan. 27, 2021 Accessed, https://www.unwto.org/news/unwto-works-with-government-of-indonesia-to-restart-tourism-in-bali.

95 Issahaku Adam, "COVID-19 and Tourism in Africa:···An unprecedented shock," *Business & Financial Times Limited*, Feb. 11, 2021, Feb. 17, 2021 Accessed, https://thebftonline.com/11/02/2021/covid-19-and-tourism-in-africaan-unprecedented-shock/.

96 WHO, "COVID-19 Response in the World Health Organization African Region, February to July, 2020," *WHO*, Dec. 29, 2020, Feb. 5, 2021 Accessed, https://www.afro.who.int/publications/covid-19-response-world-health-organization-african-region-february-july-2020.

Algeria took the measure of partial lockdown according to the evolution of the epidemiological circumstance of each province, and established a schedule of lockdown sequential order partially or totally from province to province.[97] After a standstill of more than nine months, the domestic flights resumed on December 6th, 2020, which was an opportunity for travel agencies to return to economic activities progressively.[98] It coincided with the desert tourism season and school vacation of Algeria. Workers might take the end-of-year vacation as well, hence the travel agencies proposed various offers to grab this chance. Different travel agencies drew up competitive programmes directed by the government. The main tourist destinations focused on the southern provinces.[99] Travel agencies were encouraged to develop circuits and organise excursions in southern desert tours with the cooperation of social networks and media. The Algerian National Office of Tourism believed that the resumption of domestic flights would certainly boost the activities of the desert tourism season and make up for financial losses in the previous 9 months.[100]

Namibia reopened the Hosea Kutako International Airport as from September 1st, 2020.[101] International tourists could only enter Namibia through this airport. All visitors must fill in an epidemiological questionnaire and the result of the nuclear acid test should be negative within 72 hours.[102] UNWTO actively supported the revival of African tourism, and the Namibia Tourism Expo was such an occasion to present the safety of travelling to Namibia. It sent a clear signal to the world that Namibia was ready for the arrival of tourists again. It was held from November 4th to 7th, 2020, and was a platform for Namibian tourism industry promotion and product marketing.[103] Although it is an annual event since 1999,[104] the conduct during the pandemic had a special significance. The Expo committee provided all participators with accommodation establishments. Tourists could obtain all the information related to Namibia tourist sites, and they could try local food at the exhibition. It is a forum for marketing exciting new products and services of tourism industry suppliers.

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97   Algerie Press Service, "Algeria: Covid-19 – Partial Lockdown Extended in 29 Provinces," *All Africa,* Jan. 14, 2021, Jan. 28, 2021 Accessed, https://allafrica.com/stories/202101190327.html.

98   Algeria Press Service, "Covid-19: Resumption of domestic flights, godsend for tourism revival," *APS,* Dec. 26, 2020, Jan. 28, 2021 Accessed, https://www.aps.dz/en/economy/37226-covid-19-resumption-of-domestic-flights-godsend-for-tourism-revival.

99   Ibid.

100   Ibid.

101   Republic of Namibia, "Implementation Protocols for the International Tourism Revival Initiative," *Namibia Tourism*, Aug. 21, 2020, Jan. 28, 2021 Accessed, https://namibiatourism.com.na/uploads/file_uploads/IMPLEMENTATION%20PROTOCOLS%20FOR%20INTERNATIONAL.pdf.

102   Ibid.

103   Namibia Tourism Expo, "Information Pack," *My Namibia*, Nov., 2020, Jan. 28, 2021 Accessed, https://mynamibia-eu.s3-eu-west-1.amazonaws.com/assets/nmh/nte/new/expo_2020_infopack_v17092020.pdf.

104   Ibid.

North America

North America has prioritized health equity a long time ago.[105] Health equity generally refers to equitable, inclusive and participatory health policies, and it is affected by other ministries, including tourism. In the year of the COVID-19 pandemic, according to Pan American Health Organisation, all people, no matter the gender, ethnicity, occupation, migration status, health condition or place of residence, can have access to equitable COVID-19 responses.[106] Post-COVID-19 recovery is one of the health-equity focuses.

Up to 6:31 pm CET, Jan. 28, 2021, there were 25,198,841 confirmed cases and 421,570 deaths in the United States of America, ranked top 1 in the world.[107] In an effort to slow down the spread of COVID-19, the US government suspends entry for most foreign travellers into the US. In general, people who had urgent needs to enter the US were required to present a negative test result of COVID-19 within 3 days, and other guidelines might vary among states and cities.[108] For domestic travellers, a viral test was suggested but not necessary. Additionally, Centres for Disease Control and Prevention (CDC) of USA developed a platform called Travel Planner. It is part of Secure Access Management Services (SAMS) of CDC,[109] providing travellers with COVID-19 information for any community within the US. The information from Travel Planner may help travellers map out routes and protect themselves before, during and after travelling.

Costa Rica has allowed tourists from all countries around the world to enter Costa Rica by air since Nov. 1, 2020, as long as they complete the digital form of HEALTH PASS and purchase health insurance. Reverse transcription-polymerase chain reaction tests were not required ever since Oct. 26, 2020, which was relatively simplified compared with other countries.[110] Another thing that made Costa Rica different from others is that this country was planning to develop Silver Tourism in the wake of the COVID-19 pandemic. "Silver" is the kenning of "the olds". As countries around the globe start vaccinating senior citizens, a phenomenon called "vaccine confidence" was noticed by Costa Rica.[111] Optimistic "silvers" get vaccinated first, and they are

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105   PAHO, "Equity in Health Policy Assessment: Region of the Americas," *PAHO*, Oct. 23, 2020, Feb. 5, 2021 Accessed, https://www.paho.org/en/documents/equity-health-policy-assessment-region-americas.
106   PAHO, "10 Key Health Issues for the Americas in 2021," *PAHO*, Jan. 25, 2021, Feb. 5, 2021 Accessed, https://www.paho.org/en/10-key-health-issues-americas-2021.
107   WHO, "WHO Coronavirus Disease (COVID-19) Dashboard," *WHO*, Jan. 28, 2021, Jan. 29, 2021 Accessed, https://covid19.who.int/.
108   Brand USA, "U.S. COVID-19 Travel Guidelines," *Visit the USA*, Jan. 13, 2021, Jan. 29, 2021 Accessed, https://www.visittheusa.com/us-covid-19-travel-guidelines?no_geo_redirect=true.
109   National Center for Immunization and Respiratory Diseases (NCIRD), Division of Viral Diseases, "Travel Planner Instructions for Health Departments," *CDC*, Nov. 20, 2020, Jan. 29, 2021 Accessed, https://www.cdc.gov/coronavirus/2019-ncov/travelers/travel-planner/health-departments.html.
110   Costa Rica Tourism Board, "Entry Requirements," *Visit Costa Rica*, Nov. 1, 2020, Jan. 29, 2021 Accessed, https://www.visitcostarica.com/en/costa-rica/planning-your-trip/entry-requirements.
111   Dan Stevens, "Can Silver Tourism Save the Costa Rica Travel Industry in 2021?," *Costa Rican Times,* Jan. 22, 2021, Jan. 29, 2021 Accessed, https://www.costaricantimes.com/can-silver-tourism-save-the-costa-rica-travel-industry-in-2021/70869.

looking forward to travelling again. Costa Rica had noticed this demographic and was expecting this group of people to save the Costa Rica travel industry. Traditionally, Costa Rica is a country for young backpackers, especially those adventure seekers. Surfing, zip-lining and rafting are typical activities in Costa Rica. Now, Costa Rica was turning itself into a country that fits for every age to enjoy. There would be options like aerial trams, river floats, national parks and resorts offering fishing, golf, etc.[112]

Europe

The unprecedented public health emergency challenged European countries, who omitted early-warning signals for the upcoming pandemic, even with the world's preeminent public surveillance system.[113] The appalling socio-economic repercussions of the epidemic spread across the continent, from the national economic recession to industrial stagnation, from national policy formulation to social unrest.

Since the COVID-19 pandemic, French has been in the depths of a recession, chopping an optimistic projection in 2018.[114] Against a dispiriting economic background, visitors to the country have a reasonably growing concern for safety issues, including growing protests in the cities, interception of communications through WiFi hot spots in public increasing, and the traffic more easily paralyzed.[115] Fortunately, French policy-makers have spared no effort atoning for their previous negligence. Fully conscious of the circumstance, the French government chose not to allow the economic development driven by tourism to give way to public health and security. France first issued a €207m scheme for hospitality, tourism and transport through salary support. And then, the government received a €200m support from the European Commission at the end of January 2021, to lift the burden for companies in tourism.[116] A thoroughly designed recovery plan well prepared the country for tourism rehabilitation.[117]

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112   Ibid.

113   Milena Lopreite, Pietro Panzarasa, Michelangelo Puliga & Massimo Riccaboni, "Early warnings of COVID-19 outbreaks across Europe from social media," *Nature*, Jan. 25, 2021 Updated, Jan. 28, 2021, Accessed, https://www.nature.com/articles/s41598-021-81333-1

114   Research and Markets, "Impact of COVID-19 on the French Economy," *Research and Market*, Jan. 28, 2021 Accessed, https://www.researchandmarkets.com/reports/5013562/impact-of-covid-19-on-the-french-economy

115   U.S. Department of State Overseas Security Advisory Council, "France 2020 Crime & Safety Report," *osac.gov*, Jan. 28, 2021 Accessed, https://www.osac.gov/Content/Report/9e018305-f86a-4389-bdb7-1873df850e3e

116   European Commission, "Details of France's support measures to help citizens and companies during the significant economic impact of the coronavirus pandemic," *ec.europa.eu*, Jan. 28, 2021 Accessed, https://ec.europa.eu/info/live-work-travel-eu/coronavirus-response/jobs-and-economy-during-coronavirus-pandemic/state-aid-cases/france_en

117   Ministère de l'Économie des Finances et de la Relance, "France Relance - Recovery Plan," *gouvernement.fr*, Sep. 3, 2020, Jan. 28, 2021 Accessed, https://www.gouvernement.fr/sites/default/files/locale/piece-jointe/2020/09/french-recovery-plan-press-kit.pdf

Serbia is also in the grip of the pan-Europe recession, presenting the historically highest year-on-year gross domestic product (GDP) contradiction.[118] Unlike that in France, Serbia's worsened social environment results from malfunctioned social welfare and doubled activities of Organized Crime (OC) groups, for whom Serbia is an important trafficking route to Europe.[119] Serbia, with ample cultural heritage along with natural landscape, is increasingly pessimistic about the revival of its tourism industry. Partners from the international community, including United Nations Development Programme, EU, etc. have reached out to Serbia's tourism predicament, such encouragement encompassing loans, policy guidance as well as online-channel installation.[120][121] Meanwhile, the intricacy of the Serbian government's relation with Europe and the east world adds uncertainties in its process of joining the EU, complicating the country's social and economic prospects.

Europe is leading the world in advertising and marketing practices in online travel services and crisis management, all beneficial to an upgraded tourism strategy associated with an improved public health surveillance system.[122][123]

Others

While many other countries have been mired in the pandemic, they hold onto battling throughout the tough time, accompanied by global efforts.

In fact, the outbreak of coronavirus has dealt a heavy blow to its economy as well as the long-term tourism strategy of the country highly dependent on tourism resources.[124] Australia's stability and security surpass most countries under the epidemic.[125] The reason behind lies in not only its geopolitical advantage

118   The World Factbook, "Serbia," cia.gov, Feb. 16, 2021 Accessed, https://www.*cia.gov*/the-world-factbook/countries/serbia/#economy

119   United Nations Development Programme, "Serbia – COVID-19 Socio-Economic Impact Assessment," rs.undp.org, Jan. 28, 2021 Accessed, https://www.*rs.undp.org*/content/serbia/en/home/library/crisis_prevention_and_recovery/covid-19-socio-economic-impact-assessment-.html

120   United Nations Development Programme, "Serbia – COVID-19 Socio-Economic Impact Assessment," rs.undp.org, Jan. 28, 2021 Accessed, https://www.rs.undp.org/content/serbia/en/home/library/crisis_prevention_and_recovery/covid-19-socio-economic-impact-assessment-.html

121   The Government of the Republic of Serbia, "EBRD supports introduction of broadband Internet in Serbian villages," srbija.gov.rs, Jan. 27, 2021 Updated, Jan. 28, 2021 Accessed, https://www.srbija.gov.rs/vest/en/166820/ebrd-supports-introduction-of-broadband-internet-in-serbian-villages.php

122   Open Evidence, "Behavioural Study on Advertising and Marketing Practices in travel booking websites and apps," *open-evidence.com*, Jan. 28, 2021 Accessed, https://open-evidence.com/project/behavioural-study-on-advertising-and-marketing-practices-in-travel-booking-websites-and-apps/

123   European Commission, "Crisis management and solidarity," *ec.europa.eu*, Jan. 28, 2021 Accessed, https://ec.europa.eu/info/live-work-travel-eu/coronavirus-response/crisis-management-and-solidarity_en

124   Tourism Australia, "Tourism 2020 Strategy," tourism.australia.com, Jan. 28, 2021 Accessed, https://www.tourism.australia.com/en/about/our-organisation/our-performance-and-reporting/tourism-2020.html

125   U.S. Department of State Overseas Security Advisory Council, "Australia 2020 Crime & Safety Report," osac.gov, Jan. 28, 2021 Accessed,https://www.osac.gov/Content/Report/fbf940be-1b96-4703-b23a-1871c989df70

but also in sound government resolve. The government's resilience report is relatively timely and comprehensive compared to that of developed European countries.[126] In addition, domestically, the economic depression and spending intent prevail, Australian consumers' optimism has witnessed an upward trend.

Argentina's tourism industry has been seriously struck after a series of travel bans in March, which means that Patagonia and north-west and north-east Argentina have lost an important source of income. Many Small and Medium-sized Enterprises (SMEs) went bankrupt early without effective support, leading to acute unemployment and poverty. Tourism, an important economic pillar, has been lost. In particular, as Argentina's once-stable political transition has been shaken, quarantine policies have reached a critical point of causing social unrest. Therefore, these policies are unlikely to expand, for all they keep the pandemic in check.[127] To conclude, under the negative impact of COVID-19, the Argentine government expects sooner restoration of the society, politics, and economy, of which tourism is an important pillar. However, the room for manoeuvre is limited and acutely subjected to public opinion.

126   Commonwealth Scientific and Industrial Research Organisation, "COVID-19: Recovery and Resillience," csiro.au, Jan. 28, 2021 Accessed, https://www.csiro.au/en/Do-business/Futures/Reports/Innovation-and-business-growth/COVID-19-recovery-resilience

127   United Nations Development Programme, "Social and Economic Impact of COVID-19 and Policy Options in Argentina," undp.org, May. 6, 2020 Updated, Jan. 28, 2021 Accessed, https://www.undp.org/content/rblac/en/home/library/crisis_prevention_and_recovery/social-and-economic-impact-of-covid-19-and-policy-options-in-arg.html

Questions to Consider

1.How is your country's tourism industry? What are its characteristics?

2.What has your country done to cope with the COIVD-19 pandemic? What about in the tourism sector? Are the measures effective?

3.What are the challenges facing tourism when a major public health crisis occurs?

4.Is the existing emergency response to public health crisis in tourism effective and efficient? What improvements or new measures can you think of?

5.How to minimise the impact of emergencies on economy, culture and society?

6.What problems arise from poor cross-sectoral coordination? How to improve and enhance cooperation between different sectors?

7.What differences are there between individual countries in terms of tourism's resilience? Is there a need for targeted measures?

8.How is tourism in the post-COVID era different from tourism before? Is there a shift in market or consumer preference?

9.What is the role of the international organisations, the government and the private sector respectively in your application?

10.What is a good marketing campaign? How can a marketing campaign achieve the best effects?

11.How can a Project maximize its benefits and draw support?

12.What pre-conference work should candidates do to best demonstrate the advantages of their Project? How to give a clear and appealing presentation?

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