Crisis Management & Governance in Tourism

Call for Expression of Interest

Version 1.0 - 17th of July 2023

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1. General introduction about the project

The COVID-19 outbreak has paralysed the EU tourism sector, putting its ecosystem under unprecedented pressure and revealing weaknesses in the ecosystem's crisis management capacity. Other smaller, shorter or more localised disruptions (e.g., the 2015-16 terrorist attacks in France or the recent War in Ukraine) had already shown how deeply national or international crises impact the tourism ecosystem and unveiled some of the shortcomings of its governance system. Considering the current context and following the EU Strategy for Sustainable Tourism 2020-2038, it is important to create crisis management mechanisms to ensure that the tourism sector is adequately prepared for future crises, as well as to support the tourism ecosystem by sharing best practices for crisis management and preparedness.

The European Innovation Council and SMEs Executive Agency (EISMEA), under the powers delegated by the European Commission, signed a service contract to conduct the project "Crisis Management and Governance in Tourism" funded under the Single Market Programme. The objective of this project is the improvement of EU tourism ecosystem governance, making it more resilient and better prepared for resisting, managing and mitigating crises. This general objective is broken down in the following specific objectives:

- To **recommend changes to structures and processes** that could improve EU capacity to spot crises affecting the European tourism ecosystem at an early stage as well as prevent, mitigate, and manage them;

- To **support tourism governance and resilience development** at various levels;

- To help destinations and sectors **(1) assessing their risk profile, (2) pointing at possible weaknesses in terms of their risk awareness, crisis preparedness and crisis management, as well as (3) drafting an Action Plan for improvement.**

The objective with the present Call for Expression of Interest (EOI) is to identify at least 50 destinations and 5 cross-border professional associations across the EU and SMP participating countries interested in receiving advisory and assistance services to strengthen their resilience and crisis preparedness.

This Call for EOI targets two types of entities:

Type of entities	Description	Number of participants selected
Type 1	Destinations: National Tourism Authority (NTA), National Tourism Organisation (NTO), Destination Management Organisation (DMO), Regional and Local Tourism Authorities	At least 50
Type 2	Cross-border Professional Association	At least 5

The Service Beneficiaries will be selected based on **criteria (section 5 – Award Criteria)** related to the **need for the service packages**, **maturity level, technical capacity**, **institutional representation** (only for Type 2 entities) and **diversity** to ensure representation in terms of geographic, territory, sector, and type of tourism or destination.

2. Description of what is offered to the selected participants

The selected Service Beneficiaries will have access (maximum 15 participants per Service Beneficiary) to the **Assistance Service Package** which will be delivered by **one Expert from a Pool of Experts created and selected in the context of the project.** At least 55 Assistance Service Packages will be delivered to at least 50 destinations (Type 1) and 5 Cross-border professional associations (Type 2). **Each Assistance Service Package include the following sessions** (delivered by default in English or in another EU language if agreed between Service Beneficiaries and the Experts delivering the service):

- **Introductory Session**: An online session designed to onboard selected Service Beneficiaries to the Assistance Service Package presenting the context and objectives of the service, the delivery model and monitoring system and the guidance and collaboration materials that will be used in the different sessions.

- **Initial Online Meeting**: An online session between Experts and selected Service Beneficiaries. In this session, selected Service Beneficiaries will be able to tackle open questions and ask for clarifications regarding the service delivery and Experts will be able to provide guidance and request preparatory tasks to be done by Service Beneficiaries before the In-Person Workshop. These preparatory tasks will allow for a more productive workshop where both Experts and Service Beneficiaries will be able to build on top an existing base of insights.

- **In-Person Workshop**: A full day in person session designed for collaborative work. Using guidance and collaboration materials developed during the project, Experts will collaborate with the selected Service Beneficiaries to:

    a) Conduct a Risk Assessment;

    b) Perform a SWOT analysis;

    c) Brainstorm on possible measures to improve tourism governance and resilience of the destination / sector;

    d) Design an Action Plan.

- Up to 3 **remote advisory sessions**: Online sessions designed to support Service Beneficiaries to develop an Action Plan and an online factsheet, which will summarise the work developed during the Assistance Service Package.

- Continuous collection and analysis of feedback: Continuous feedback collection during the service provision through regular check-ins and online satisfactions surveys.

The Assistance Service Packages are an **opportunity** for destinations and cross-border professional associations across the EU and SMP participating countries to:

- **Improve** their situational understanding of tourism context and capabilities;
- **Enhance** the identification of risks and impacts caused by crisis events on tourism;
- **Deepen** their understanding of mechanisms and data sources to manage crisis events; and
- **Enhance** their tourism related governance structures and processes.

The end result of the Assistance Service Packages will be a tailored Action Plan comprising specific and actionable initiatives to:

- **Enhance preparedness, response and recovery** for future crisis;
- **Improve governance and resilience** within the destination / association.

3. Eligibility criteria

To be eligible, candidates must comply with the following eligibility criteria:

- To be a legal entity (public or private bodies):

  a) **Destination** (National Tourism Authority (NTA); National Tourism Organisation (NTO); Destination Management Organisation (DMO); Regional and Local Tourism Authorities) or a:

  b) **Cross-border Professional Associations** (Professional associations from the 8 tourism ecosystem sectors: 1) Land transport and transport via pipeline; 2) Water transport; 3) Air transport; 4) Accommodation and food service activities; 5) Travel agency, tour operator and other reservation service and related activities; 6) Office administrative, office support and other business support activities; 7) Creative, arts and entertainment activities; libraries, archives, museums and other cultural activities; gambling and betting activities; 8) Sports activities and amusement and recreation activities);

- To be established in one of the eligible countries, i.e.:

  a) Member States (including Overseas Countries and Territories (OCTS)) or

  b) Non-EU countries (List of Participating Countries in the Single Market Programme):

    b1) Listed European Economic Area (EEA) countries;

    b2) countries associated to the Single Market Programme;

    b3) countries which are in ongoing negotiations for an association agreement and where the agreement enters into force before the start of the advisory service provision.

- To be available to attend - between September and February - all the required sessions to complete the assistance service package as well as the necessary offline work between sessions.

4. Information on how to apply and submit application

Timeline for the Call for EOI	
Launch date	**July 17th 2023**
Close date*	**August 30th 2023** (23h59 CEST)
Evaluation and selection	Between **August 30th** and **September 6th 2023**
Service provision delivery	Between **September 2023** and **February 2024** (5 months)

*These deadlines may be extended, depending on the progress of the application process.

Candidates interested to apply are invited to submit an EOI application here.

An example of the application form is available in the section Annex – Application form of this document.

Candidates must apply using their corporate e-mail and complete the registration form by the 30th of August 2023 (23h59 CEST).

The submission of registration to this call indicates an acceptance of the terms stated in the Call.

For any further information on the contract, please contact: ptdleismeatourism@deloitte.pt.

Applicants can download an updated document including FAQs here.

Costs and expenses

Participation in the advisory and assistance services will be **free of charge**. However, the selected service beneficiaries must guarantee a collaborative workspace for the In-Person Workshop.

5. Award criteria

Type 1

Category	Criterion	Options	Option Score	Weight
Needs Assessment (65%)	**Contribution of Tourism / Sector to GDP**	0 - 5%	1	10%
		6 - 10%	2	
		11 - 15%	3	
		More than 16%	4	
	Contribution of Tourism / Sector to employment	0 - 5%	1	10%
		6 - 10%	2	
		11 - 15%	3	
		More than 16%	4	
	Nights spent at tourist accommodation establishments: Foreign	0 - 30%	1	5%
		31 - 45%	2	
		46% - 60%	3	
		More than 61%	4	
	Dependence on Top 3 origins	0 - 30%	1	5%
		31 - 45%	2	
		46% - 60%	3	
		More than 61%	4	
	Tourism Seasonality	0,4 - 0,59	1	5%
		0,6 - 0,79	2	
		0,8 - 0,99	3	
		More than 1	4	
	Tourism Intensity	Less than 2 nights spent per capita	1	5%
		More than 2 and less than 4 nights spent per capita	2	
		More than 4 and less than 6 nights spent per capita	3	
		More than 6 nights spent per capita	4	
	Tourism Diversity (if national level)	0,85 - 1	1	5%
		0,70 - 0,84	2	
		0,55 - 0,69	3	
		0,40 - 0,54	4	
	No. of crisis events impacted your destination / sector in the last two decades	0 - 1	1	5%
		2 - 3	2	
		4 - 5	3	
		More than 5	4	
	Scale of 1 to 5 of exposure to natural & environmental crisis events	1 - Very Low	1	3%
		2 - Low	2	
		3 - Moderate	3	

Category	Criterion	Options	Option Score	Weight
		4 - High	4	
		5 - Very High	5	
	Scale of 1 to 5 of exposure to health-related crisis events	1 - Very Low	1	3%
		2 - Low	2	
		3 - Moderate	3	
		4 - High	4	
		5 - Very High	5	
	Scale of 1 to 5 of exposure to human-made crisis events	1 - Very Low	1	3%
		2 - Low	2	
		3 - Moderate	3	
		4 - High	4	
		5 - Very High	5	
	Scale of 1 to 5 of exposure to financial crisis events	1 - Very Low	1	3%
		2 - Low	2	
		3 - Moderate	3	
		4 - High	4	
		5 - Very High	5	
	Scale of 1 to 5 of exposure to technological crisis events	1 - Very Low	1	3%
		2 - Low	2	
		3 - Moderate	3	
		4 - High	4	
		5 - Very High	5	
Maturity & Technical Assessment (35%)	**Crisis management plan**	Yes	0	5%
		No	1	
	Regularly risk assessments, including the identification, analysis, and evaluation of potential risks	Yes	0	5%
		No	1	
	Specific coordination structures to activate in the event of a crisis	Yes	0	5%
		No	1	
	Specific pre-defined set of measure to apply in the event of a crisis	Yes	0	5%
		No	1	
	Clear communication and information sharing mechanisms in the event of a crisis	Yes	0	5%
		No	1	
	Mechanisms for conducting real-time monitoring and assessment of crisis events	Yes	0	5%
		No	1	
	Specific training program in crisis preparedness and management	Yes	0	5%
		No	1	

Type 2

Category	Type of criteria	Options	Option Score	Weight
Institutional Assessment (20%)	**No. of countries represented**	0 - 9	1	10%
		10 - 18	2	
		19 - 27	3	
		28 - 36	4	
	No. of members	0 - 15	1	10%
		16 - 30	2	
		21 - 45	3	
		More than 45	4	
Needs Assessment (45%)	**Contribution of Tourism / Sector to GDP**	0 - 5%	1	12,50%
		6 - 10%	2	
		11 - 15%	3	
		More than 16%	4	
	Contribution of Tourism / Sector to employment	0 - 5%	1	12,50%
		6 - 10%	2	
		11 - 15%	3	
		More than 16%	4	
	No. of crisis events impacted your destination / sector in the last two decades	0 - 1	1	5%
		2 - 3	2	
		4 - 5	3	
		More than 5	4	
	Scale of 1 to 5 of exposure to natural & environmental crisis events	1 - Very Low	1	3%
		2 - Low	2	
		3 - Moderate	3	
		4 - High	4	
		5 - Very High	5	
		1 - Very Low	1	3%

Category	Type of criteria	Options	Option Score	Weight
	Scale of 1 to 5 of exposure to health-related crisis events	2 - Low	2	
		3 - Moderate	3	
		4 - High	4	
		5 - Very High	5	
	Scale of 1 to 5 of exposure to human-made crisis events	1 - Very Low	1	3%
		2 - Low	2	
		3 - Moderate	3	
		4 - High	4	
		5 - Very High	5	
	Scale of 1 to 5 of exposure to financial crisis events	1 - Very Low	1	3%
		2 - Low	2	
		3 - Moderate	3	
		4 - High	4	
		5 - Very High	5	
	Scale of 1 to 5 of exposure to technological crisis events	1 - Very Low	1	3%
		2 - Low	2	
		3 - Moderate	3	
		4 - High	4	
		5 - Very High	5	
Maturity & Technical Assessment (35%)	Crisis management plan	Yes	0	5%
		No	1	
	Regularly risk assessments, including the identification, analysis, and evaluation of potential risks	Yes	0	5%
		No	1	
	Specific coordination structures to activate in the event of a crisis	Yes	0	5%
		No	1	
	Specific pre-defined set of measure to apply in the event of a crisis	Yes	0	5%
		No	1	
		Yes	0	5%

Category	Type of criteria	Options	Option Score	Weight
	Clear communication and information sharing mechanisms in the event of a crisis	No	1	
	Mechanisms for conducting real-time monitoring and assessment of crisis events	Yes	0	5%
		No	1	
	Specific training program in crisis preparedness and management	Yes	0	5%
		No	1	

6. Diversity criteria

The following **diversity criteria** will be considered in the evaluation process of the service beneficiaries, namely:

- At least **50 Destinations** (Type 1) and **5 Cross-border Professional Associations** (Type 2) will be selected;

- The services shall be provided to a maximum variety of SMP participating countries, while at least 80% of the services shall be for destinations within the EU countries;

- **Geographical diversity** will be considered as a sorting criterion for the selection of the Service Beneficiaries;

- **Territorial level diversity** (European, National, Regional and Local) will be considered as a sorting criterion for the selection of the Service Beneficiaries;

- **Destination type** (urban, rural, coastal, island, mountain) will be considered as a sorting criterion for the selection of the Service Beneficiaries (only applied for Type 1);

- **Tourism types** (cultural tourism; business tourism; ecotourism; gastronomy tourism; rural tourism; coastal, maritime and inland water tourism, adventure tourism; urban / city tourism; health tourism; mountain tourism; wellness tourism; educational tourism; medical tourism; sports tourism) will be considered as a sorting criterion for the selection of the Service Beneficiaries (only applied for Type 1);

- **Tourism ecosystem sector** (land transport and transport via pipelines; water transport; air transport; accommodation and food service activities; travel agency, tour operator and other reservation service and related activities; office administrative, office support and other business support activities; creative, arts and entertainment activities; libraries, archives, museums, and other cultural activities; gambling and betting activities; sports activities and amusement and recreation activities) will be considered as a sorting criteria for the selection of the Service Beneficiaries (only applied for Type 2).

7. Selection procedure

Type 1

To calculate the final score of a destination (Type 1), **the selection process will take place as follows**:

- Calculate the score of each criterion: Score of each criterion * weight of criterion;
- Rank scores from highest to lowest;

Note: The maximum total score a destination can obtain is 3.1 points.

- Apply the **diversity criteria**;
    - Choose the top ranked from each country;
    - Ensure well balanced geographical representation;
    - Ensure that at least 80% of the services for destinations within EU countries;
    - Ensure well balanced representation of the 3 levels (National, Regional, Local);
    - Ensure well balanced types of destination (urban, rural, coastal, island, mountain) well balanced types of tourism (cultural tourism; business tourism; ecotourism; gastronomy tourism; rural tourism; coastal, maritime and inland water tourism; adventure tourism; urban / city tourism; health tourism; mountain tourism; wellness tourism; educational tourism; medical tourism; sports tourism).

In addition, the following **excluding criteria** will be applied:

- **Type of organisation**: only NTA, NTO, DMO, regional and local tourism authorities are eligible;
- **Geographical scope:** participants must come from EU Member States or SMP participating countries with ratified association agreement for the Single Market Programme (List of Participating Countries in the Single Market Programme);
- **Availability**: participants must be available to attend all the required sessions.

Type 2

To calculate the final score of a cross-border professional association (Type 2), the **selection process will take place as follows**:

- Calculate the score of each criterion: Score of each criterion * weight of criterion. And rank them from the highest to lowest score.

Note: The maximum total score a destination can obtain is 3.1 points.

- Apply the **diversity criteria**;
    - Choose the top ranked from different tourism ecosystem sectors;
    - Ensure well balanced geographical representation;

In addition, the following **excluding criteria** will be applied:

- **Type of organisation**: only cross border professional associations eligible;
- **Geographical scope**: participants must come from EU Member States or SMP participating countries with ratified association agreement for the Single Market Programme (List of Participating Countries in the Single Market Programme);
- **Availability**: participants must be available to attend all the required sessions.

Annex – Application form

Personal information about the individual submitting the application	
First name	
Last name	
Role / Position in the organisation	
Professional e-mail	

Questions	Options	Applicable for organisation	Comments
Name of the organisation		Type 1 and Type 2	
Legal form of your organisation (e.g. public entity, private entity)		Type 1 and Type 2	
Contact of your organisation		Type 1 and Type 2	
What is the type of organisation?	Type 1 - Destination	Type 1 or Type 2	
	Type 2 - Cross Border Professional Association		
Country		Type 1 and Type 2	
Regional (if applicable)		Type 1	
City (if applicable)		Type 1 and Type 2	
How many members / associates do you have?	0-15	Type 2	
	16-30		
	21-45		
	More than 45		
From how many countries do your members / associates originate?	0 - 9	Type 2	
	10 - 18		
	19 - 27		
	28 - 36		
At what territorial level does it operate?	European	Type 1	
	National		

Questions	Options	Applicable for organisation	Comments
	Regional		
	Local		
What is your type of destination?	Urban	Type 1	More than one type can be selected
	Rural		
	Coastal		
	Island		
	Mountain		
What is your type of tourism?	Cultural tourism	Type 1	More than one type can be selected
	Business tourism		
	Ecotourism		
	Gastronomy tourism		
	Rural tourism		
	Coastal, maritime and inland water tourism		
	Adventure tourism		
	Urban / City Tourism		
	Health tourism		
	Mountain tourism		
	Wellness tourism		
	Educational tourism		
	Medical tourism		
	Sports tourism		
What sector does your tourism ecosystem belong to?	Land transport and transport via pipelines	Type 2	
	Water transport		
	Air transport		
	Accommodation and food service activities		

Questions	Options	Applicable for organisation	Comments
	Travel agency, tour operator and other reservation service and related activities		
	Office administrative, office support and other business support activities		
	Creative, arts and entertainment activities; libraries, archives, museums, and other cultural activities; gambling and betting activities		
	Sports activities and amusement and recreation activities		
Please provide a short description of your destination / sector		Type 1 and Type 2	Open answer
What are the key assets, resources, and products of your destination? (e.g. national protected parks, natural diversity, beaches)		Type 1	Open answer
What are the primary challenges and market trends that are influencing your destination/sector? (e.g. vulnerability of the ecosystem to several factors; increased severity and frequency of crisis events; diverse and fragmented ecosystem)		Type 1 and Type 2	Open answer
What is the contribution of tourism / sector to the GDP? (e.g. if it is a local destination, the weight of tourism in the economy of that territory must be indicated. If it is an association, the weight of tourism at the European level must be indicated)	0-5% 6-10% 11-15% more than 16%	Type 1 and Type 2	
What is the contribution of tourism / sector to employment (%)? (e.g. if it is a local destination, the contribution of tourism to employment in that territory must be indicated. If it is an association, the contribution of tourism to employment at the European level must be indicated)	0-5% 6-10% 11-15% more than 16%	Type 1 and Type 2	
What is the percentage of nights spent at tourist accommodation establishments (foreign)?	0-30% 31-45%	Type 1	Share of the nights spent by foreign tourists

Questions	Options	Applicable for organisation	Comments
	46%-60%		
	more than 61%		
What is the dependence on the top 3 countries of origin?	0-30%	Type 1	Share of the nights spent by tourists from the 3 top source markets
	31-45%		
	46%-60%		
	more than 61%		
What is the tourism seasonality?	0,4 - 0,59	Type 1	Coefficient of variation (standard deviation divided by average) of nights spent at tourist accommodation establishments per month
	0,6 - 0,79		
	0,8 - 0,99		
	More than 1		
What is the tourism intensity?	Less than 2 nights spent per capita	Type 1	Number of nights spent at tourist accommodations divided by the resident population
	More than 2 and less than 4 nights spent per capita		
	More than 4 and less than 6 nights spent per capita		
	More than 6 nights spent per capita		
What is the tourism diversity (if national level)?	0,85 - 1	Type 1	Number of nights spent at tourist accommodations divided by the resident population
	0,70 - 0,84		
	0,55 - 0,69		
	0,4 - 0,54		
How many crisis events have impacted your destination / sector in the last two decades?	0 - 1	Type 1 and Type 2	Shannon diversity index of the distribution of tourism accommodation establishments across five geographical zones within a destination
	2 - 3		
	4 - 5		
	More than 5		

Questions	Options	Applicable for organisation	Comments
What types of crises have impacted your destination / sector in the last two decades?		Type 1 and Type 2	Open answer
On a scale of 1 to 5 what is the likelihood of your destination / sector being exposed to natural & environmental crisis events?	1 - Very Low 2 - Low 3 - Moderate 4 - High 5 - Very High	Type 1 and Type 2	
On a scale of 1 to 5 what is the likelihood of your destination / sector being exposed to health-related crisis events?	1 - Very Low 2 - Low 3 - Moderate 4 - High 5 - Very High	Type 1 and Type 2	
On a scale of 1 to 5 what is the likelihood of your destination / sector being exposed to human-made crisis events?	1 - Very Low 2 - Low 3 - Moderate 4 - High 5 - Very High	Type 1 and Type 2	
On a scale of 1 to 5 what is the likelihood of your destination / sector being exposed to financial crisis events?	1 - Very Low 2 - Low 3 - Moderate 4 - High 5 - Very High	Type 1 and Type 2	
On a scale of 1 to 5 what is the likelihood of your destination / sector being exposed to technological crisis events?	1 - Very Low 2 - Low 3 - Moderate 4 - High 5 - Very High	Type 1 and Type 2	

Questions	Options	Applicable for organisation	Comments
What do you consider to be the main vulnerabilities of your destination?	Physical vulnerability (e.g. coastline is at risk of being flooded and lost under rising sea levels, high concentration of infrastructure in one area)	Type 1	
	Social-cultural vulnerability (e.g. high dependence on cultural authenticity which can be at risk because of overtourism)		
	Economic vulnerability (e.g. over-reliance on tourism)		
	Ecological or environmental vulnerability (high dependence on specific ecosystems such as forest, sea, mountain, which can be affected by human or natural crisis)		
	Institutional vulnerability (e.g. government effectiveness, political stability, the absence of violence, regulatory quality, control of corruption)		
Can you justify your previous answer?		Type 1	Open answer
Why are you applying to the assistance service package?		Type 1 and Type 2	Open answer
What are your objectives and the expected impact of this assistance service package?		Type 1 and Type 2	Open answer
What specific areas would you like to develop?	Governance Structures and Processes	Type 1 and Type 2	
	Mechanisms		
	Data		
Do you have a crisis management plan?	Yes	Type 1 and Type 2	
	No		
Do you conduct regularly risk assessments, including the identification, analysis, and evaluation of potential risks?	Yes	Type 1 and Type 2	
	No		
	Yes	Type 1 and Type 2	

Questions	Options	Applicable for organisation	Comments
Do you have specific coordination structures to activate in the event of a crisis?	No		
Do you have a specific pre-defined set of measures to apply in the event of a crisis?	Yes <hr> No	Type 1 and Type 2	
Do you have clear communication and information sharing mechanisms in the event of a crisis?	Yes <hr> No	Type 1 and Type 2	
Do you have mechanisms for conducting real-time monitoring and assessments of crisis events?	Yes <hr> No	Type 1 and Type 2	
Do you have a specific training program in crisis preparedness and management?	Yes <hr> No	Type 1 and Type 2	
Are you available to participate - between September and February - in all the required sessions to complete the assistance service package?	Yes <hr> No	Type 1 and Type 2	Eligibility Criteria