



Tourism Resilience

Tourism Resilience

Guidelines and Good Practices Part 1

Preventing and Minimizing the Impacts of Crises
and Disasters Caused by Natural Hazards

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Japan Tourism Agency

With the participation of



UN Tourism

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Shigeki Murata, Commissioner, Japan Tourism Agency

In recent years, the tourism sector has been confronted with profound change and growing uncertainty, driven by the increasing frequency and severity of natural disasters, the global spread of infectious diseases, and heightened geopolitical risks. These developments have once again highlighted the vulnerability of tourism to external factors. At the same time, tourism has demonstrated a robust recovery from COVID-19 and continues to serve as a key driver of social and economic development. In this context, strengthening “tourism resilience” – the capacity to minimize the impacts of crises and to recover swiftly – has become a common priority for the international community.

In 2024, Japan, in collaboration with UN Tourism, hosted the first ministerial-level meeting on tourism resilience within the Asia-Pacific region, at which the “Sendai Statement” was adopted. Furthermore, in 2025, we convened Tourism Resilience Working-Level Meetings to share initiatives and knowledge among countries aimed at minimizing the impacts of crises and disasters, one of the key priorities set out in the Sendai Statement. Building on these discussions, this publication sets out key perspectives and practical guidance for enhancing the resilience of tourism destinations, and compiles a range of good practices.

It is my sincere hope that this publication will serve as a useful reference for promoting more resilient and sustainable tourism worldwide, and that it will contribute both to future policy making and to practical implementation in the tourism field.



Dr. Dirk Glaesser, Director of Sustainable Tourism and Resilience, UN Tourism

Building resilience in tourism is not an abstract exercise; it is firmly rooted in practical experience. Every crisis, response and recovery effort provides valuable lessons to help us avoid mistakes and prioritise our actions more effectively. Documented good practices, as well as direct exchanges between practitioners and policymakers, are invaluable for strengthening our collective preparedness.

In our recent work with the G20 Tourism Working Group, we have translated such lessons into an action plan to enhance resilience for inclusive and sustainable tourism development. This demonstrates how shared experiences can inform more systemic and forward-looking policies. This guidelines document is also aligned with this work by making practical knowledge accessible and actionable.

As we move towards the International Year of Sustainable and Resilient Tourism in 2027, such concrete examples and peer learning will be essential in transforming commitments into action and ensuring that resilience becomes an integral part of tourism development worldwide.

Chapter 1 Introduction

Tourism is a vital industry that provides significant support to local and regional economies. At the same time, it is inherently vulnerable to external risks such as natural disasters and economic crises. In the wake of the global COVID-19 pandemic, the concept of "tourism resilience" — the ability of the tourism sector to withstand a wide range of external impacts — has taken on unprecedented importance.

Against this backdrop, the "Tourism Resilience Summit" was held in Sendai, Japan, in November 2024, jointly organised by UN Tourism and the Japan Tourism Agency. At the Summit, participants from national and local governments, the private sector, and other diverse stakeholders reaffirmed their commitment to strengthening the tourism sector in the Asia-Pacific region and achieving resilient and sustainable tourism through working together to enhance tourism resilience. As a joint statement setting out this shared commitment, the "Sendai Statement" was adopted.

The Sendai Statement organises efforts to strengthen tourism resilience around the following two pillars:

- (1) Preventing and minimizing the impacts of crises and disasters caused by natural hazards**
- (2) Absorbing the impacts of crises and disasters caused by natural hazards, and recovering through adaptation and transformation**

Following the adoption of the Sendai Statement, the "Tourism Resilience Working-Level Meetings" were held in Tokyo, Japan and online in July and December 2025, with the aim of enhancing the effectiveness of the Statement and further strengthening cooperation particularly within the Asia-Pacific region. These meetings were convened under the theme of the first pillar of the Sendai Statement: "Preventing and minimizing the impact of crises and natural disasters."

These Guidelines and Case Studies bring together the practices and initiatives of various countries and relevant organisations collected through these meetings. The case studies are organised along the following four perspectives, which are considered essential to the execution of the first pillar of the Sendai Statement. Key insights drawn from the case studies are also presented as guidelines under each respective perspective.

- A. Risk Assessment**
- B. Cooperation**
- C. Communication**
- D. Capacity Building**

It is our hope that these Guidelines and Case Studies will serve as a useful resource for advancing efforts to enhance tourism resilience in countries and regions around the world.

Chapter 2 Tourism Resilience Guidelines – Four Key Perspectives

This chapter presents guidelines for advancing tourism resilience efforts, organised around four key perspectives relevant to the Sendai Statement's first pillar: "Preventing and minimizing the impacts of crises and disasters caused by natural hazards." These guidelines have been developed with reference cases introduced in Chapter 3.

A. Risk Assessment

Conducting appropriate risk identification and assessment at tourism destinations requires a thorough assessment of the geographical conditions and characteristics of the tourism industry in each region. The following perspectives and approaches are considered effective in this regard.

① **Identifying region-specific vulnerabilities and conduct assessments driven by local stakeholders**

- Identification of hazard-prone areas and vulnerabilities specific to each tourism destination, based on the knowledge and expertise of local governments, tourism businesses, and local residents, to enable development and implementation of measures tailored to local conditions.
- Development of destination-level guidelines, in addition to national-level plans, to ensure that local stakeholders take the lead in conducting risk assessments.

[Reference Case: Lao People's Democratic Republic (p. 13)]

② **Assessing risks including both physical and psychological impacts of crises, and conducting regular reviews**

- Comprehensive assessment of risks and impacts, including not only physical damage to visitors caused by disasters or crises, but also psychological impacts such as anxiety, as well as economic impacts on tourism businesses resulting from potential travellers avoiding affected destinations.
- Regular and continuous review of risk and impact analyses, and utilization of the findings for preparedness in normal times, initial response at the onset of a crisis, and the formulation of post-crisis tourism recovery measures.

[Reference Case: Japan Okinawa Prefecture (p. 12)]

③ **Establishing mechanisms for relevant government agencies to collect risk information in an integrated manner and incorporate it into tourism plans**

- Integrated collection, sharing, and management of risk-related information, including disaster, meteorological, and traffic data, through cooperation among relevant ministries and agencies.

[Reference Case: Republic of Indonesia (p. 14)]

B. Cooperation

Building cooperative frameworks that function effectively in times of emergency requires the prior identification of relevant stakeholders and a clear definition of their respective roles and responsibilities. The following perspectives and approaches are considered effective in this regard.

① **Establishing command, communication, and information-sharing frameworks among relevant organisations in normal times that function in times of crisis**

- Documentation and sharing of response procedures for anticipated risks, and formation of a common understanding among relevant agencies in normal times, in order to establish coordination frameworks that function effectively during emergencies.

[Reference Case: Japan Sendai City (p. 15)]

- Clarification of roles and responsibilities among relevant agencies and establishment of cross-ministerial coordination and command-and-control structures in normal times to facilitate smooth tourism strategy development and policy formulation.

[Reference Case: Republic of Korea (p. 16)]

② **Establishing councils with the participation of diverse stakeholders**

- Establishment of councils that enable stakeholders with diverse backgrounds—such as government authorities, tourism businesses, local residents, and educational institutions—to engage in discussions on tourism crisis analysis, response measures, and safety assurance in a common platform, thereby creating mechanisms through which on-the-ground knowledge can be reflected in policy development.

[Reference Case: Republic of Korea (p. 16), Republic of Singapore (p. 17)]

③ **Developing manuals that support cooperative frameworks and present practical measures for crisis response**

- Development of manuals that translate national- and prefectural-level plans into measures tailored to local conditions, presenting practical response measures such as role assignment during crises and response flows for travelers and tourism businesses.

[Reference Case: Japan Sendai City (p. 15)]

- Regular updating of standard safety operation procedures, to ensure that government measures are effectively communicated to frontline actors and that tourism-related facilities can implement safety measures based on common standards.

[Reference Case: Republic of Singapore (p. 18)]

C. Communication

Collecting and disseminating information accurately and promptly in times of emergency requires the prior communication of risk information to tourists, tourism operators, and local residents, as well as the establishment of clear reporting lines. The following perspectives and approaches are considered effective in this regard.

① **Providing clear and accessible safety information in multiple languages in normal times**

- Provision of clear and accessible multilingual safety information through various information channels, including digital platforms such as social media and websites, as well as tourist information centres and hotlines, in order to respond to the diverse needs of tourists.

[Reference Case: JNTO (p. 20)]

② **Establishing information dissemination frameworks that enable the rapid and accurate sharing of information during a crisis**

- Development and operation of systems that provide real-time operational information on accommodation facilities in normal times, enabling the rapid identification and assessment of damage to such facilities in the event of an emergency.

[Reference Case: JATA (p. 19)]

③ **Building digital platforms enabling the centralized management and retrieval of tourism-related data and safety information**

- Shared use of digital platforms for tourism marketing in normal times and for information dissemination during disasters, enabling the integrated management and effective utilization of tourism data and safety information.

[Reference Case: JNTO (p. 20)]

D. Capacity Building

Enhancing the emergency response capabilities of individuals and organisations requires, among other measures, prior training and simulation exercises. The following perspectives and approaches are considered effective in this regard.

① **Providing business continuity plans on a proactive and ongoing basis through collaboration among diverse stakeholders, tailored to local conditions**

- Analysis of gaps between pre-disaster plans and actual disaster impacts, and continuous updating of business continuity plans following each disaster, in order to strengthen region-specific capacities to respond to disaster-related crises.

[Reference Case: CDEMA (p. 23)]

② **Conducting training, education, and capacity-building programmes that account for multilingual needs and the behavioural characteristics of tourists**

- Delivery of safety training to tourism businesses by designated responsible government agencies, as defined in relevant manuals, and provision of multilingual safety information to tourists, to enhance on-the-ground response capabilities.

[Reference Case: Republic of Korea (p. 22)]

- Provision of practical, multilingual capacity-building programmes tailored to the specific disaster risks faced by each destination, enabling tourism destinations to acquire hands-on knowledge and skills related to tourism resilience.

[Reference Case: PATA (p. 25)]

③ **Promoting capacity development based on expert knowledge through collaboration with universities, research institutions, and specialized organisations**

- Collaboration between universities and government authorities to provide training programmes and educational materials based on their expertise, with the aim of improving safety, hygiene, and environmental management at tourism destinations.

[Reference Case: Republic of Indonesia (p. 21)]

- Development of cooperative relationships with countries and organisations that have experienced similar disasters, and accumulation of expert knowledge through the sharing of crisis management expertise, study visits, seminars, and related activities.

[Reference Case: CDEMA (p. 24)]

- Collaboration with international corporations to produce reports and present a common practical framework for tourism destinations, addressing short-term crisis response capacity and long-term sustainability in an integrated manner.

[Reference Case: WTTC (p. 26)]

Column: Toward Strengthening Tourism Resilience Worldwide UN Tourism Regional Support Office for Asia and the Pacific (RSOAP)*

* Established in Japan in 1995 as a regional office of UN Tourism.

UN Tourism has positioned the enhancement of tourism resilience as one of its key priorities, undertaking a range of initiatives in this area. In recent years, in June 2025, the organisation launched the "Safe Destination Challenge," aimed at protecting both destinations and local residents and visitors. Starting with Europe, this initiative seeks to enhance crisis preparedness, response, and recovery in tourism destinations. Furthermore, at the G20 Tourism Ministers' Meeting in September 2025, UN Tourism contributed as a knowledge partner, supporting the G20 Presidency of South Africa in discussions on key themes including "Enhancing resilience for inclusive, sustainable tourism development."

The UN Tourism Regional Support Office for Asia and the Pacific, which is based in Japan as a regional office of UN Tourism, has also been actively engaged in efforts to strengthen tourism resilience.

— Examples of Initiatives by RSOAP —

○ Symposium on Tourism Resilience

In November 2024, as part of the Tourism Resilience Summit hosted by the Japan Tourism Agency, the office organised the "Symposium on Tourism Resilience," bringing together experts from the public and private sectors. The symposium focused on how experiences and lessons learned from past crises can be leveraged to better prepare for future ones. Experts from government, academia, and industry in the fields of tourism and disaster risk reduction shared their knowledge and experiences. Panelists emphasized the importance of sustained efforts in analysis, risk reduction, and training during normal times, as well as the need for a destination-wide approach to resilience.



○ Participation in Tourism-Related Events

In January 2026, the office participated as a panelist in a panel discussion on tourism resilience held at the 3rd Fiji Tourism Convention, hosted by the Government of Fiji. The office contributed to the discussion by presenting best practices from around the world.



○ Research and Studies

With the aim of raising awareness and encouraging proactive action on tourism crisis management among national and local governments, destination management organisations (DMOs), and the private sector, the office is conducting case studies on tourism crisis management in the context of natural disasters, primarily in the Asia-Pacific region. The findings will be published as a collection of best practices.

Future Initiatives

In 2024, the United Nations General Assembly adopted a resolution designating 2027 as the "International Year of Sustainable and Resilient Tourism." All stakeholders, including governments and businesses, are encouraged to take action at every level to strengthen tourism resilience through this International Year. UN Tourism has been mandated by the General Assembly to lead the implementation of this International Year, and in February 2026, launched a roadmap in preparation for it.

Strengthening tourism resilience is not a goal with a definitive endpoint, but rather a continuous process. The UN Tourism Regional Support Office for Asia and the Pacific will continue to work closely with all relevant stakeholders, contributing to the strengthening of tourism resilience worldwide through capacity building and the accumulation of knowledge, with a view to the 2027 International Year and beyond.

Chapter 3 Case Studies from Countries and Organisations

List of Case Studies

A. Risk Assessment

Crisis Response Drills Addressing Broad Risks Including Reputational Damage and Psychological Impacts	Japan Okinawa Prefecture
Community-Led Local Risk Assessment through Tourism Destination Management Networks	Lao People's Democratic Republic
Integrated Risk Assessment for Tourist Destinations across Government Ministries	Republic of Indonesia

B. Cooperation

Publication of "Sendai Tourism Crisis Management Manual" to Share Practical Crisis Response Initiatives with Stakeholders	Japan Sendai City
Establishment of a Public–Private Partnership Framework for Tourism Crisis Management	Republic of Korea
Government-led Public–Private Collaboration to Implement Crisis-management Initiatives	Republic of Singapore
Government-led Support for Tourism Businesses in Crisis Response	Republic of Singapore

C. Communication

Tourism Industry Common Platform for Rapid Sharing of Damage Information on Accommodation Facilities	Japan Association of Travel Agents (JATA)
Utilization of Multiple Communication Channels to Provide Inbound Visitors with Safety Information	Japan National Tourism Organization (JNTO)

D. Capacity Building

Training and Pilot Programmes to Enhance Safety and Hygiene at Tourist Destinations	Republic of Indonesia
Inclusion of Tourism Resilience Information in the National Disaster Response Manual	Republic of Korea
Capacity Building through the Development of Locally Context-specific BCPs based on Actual Disaster Experience	Caribbean Disaster Emergency Management Agency (CDEMA)
CDEMA–Japan Cooperation on Water-Related Disaster Risk Reduction	Caribbean Disaster Emergency Management Agency (CDEMA)
The Tourism Destination Resilience (TDR) Programme Designed for Each Region	Pacific Asia Travel Association (PATA)
Guidance Aimed at Strengthening Resilience to Support Sustainability of Tourism Destinations	World Travel & Tourism Council (WTTC)

Crisis Response Drills Addressing Broad Risks Including Reputational Damage and Psychological Impacts

Japan Okinawa Prefecture



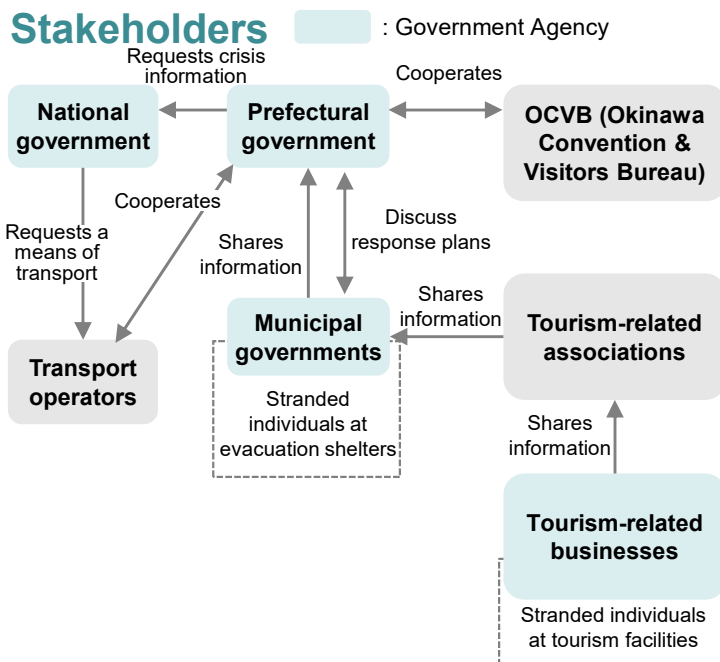
Stranded traveller response drill in Okinawa Prefecture
Okinawa Convention & Visitors Bureau

Tourism accounts for a significant share of Okinawa Prefecture's economy, yet the prefecture's geographical location makes it highly vulnerable to typhoons. When disasters strike, cancellation of flights, ferries, and buses often leaves large numbers of tourists stranded. The prefecture is also vulnerable to declines in tourism demand caused by reputational damage stemming from events such as infectious disease outbreaks and incidents both within and outside Japan.

Based on these circumstances, Okinawa Prefecture identifies as key risks the effects of reputational damage on potential travellers and the psychological distress experienced by travellers in the area during disasters, and incorporates them into practical crisis response drills.

Risks

- **Natural Hazards:** Typhoons, Heavy Rainfall, Strong Winds, Storm Surges, Landslides
- **Non-natural Hazards:** Reputational Damage Due to Harmful Rumors, etc.



Initiatives

Crisis Response Drills Addressing Broad Risks Including Reputational Damage and Psychological Impacts

Okinawa Prefecture defines a tourism crisis as “a crisis or reputational damage occurring within or outside the prefecture, including overseas,” and has designed countermeasures along the four phases of disaster management (Reduction, Readiness, Response, and Recovery). These measures address not only local disasters but also broader crises such as nationwide infectious disease outbreaks and disasters elsewhere. Considering the geographical constraints of being an island, the prefecture developed prioritisation criteria for repatriation, transportation plans, and systems for information gathering and dissemination for stranded individuals during a disaster.

The prefecture also conducts drills based on diverse risk scenarios. Government agencies, OCVB (Okinawa Convention & Visitors Bureau), and tourism organisations participate in repatriation support drills and experience firsthand the anxiety and confusion that tourists may face, helping them identify operational issues and drive improvements in their plans.

By anticipating a wide range of potential impacts, the prefecture analyses risks affecting both travellers and tourism businesses, and reflects these findings in practical, scenario-based drills.

Key Points

- Assessing tourism risks caused by not only intra-prefectural factors but also extra-prefectural and overseas factors, as well as reputational damage
- Conducting drills that account for psychological stress travellers may feel during disasters

Community-Led Local Risk Assessment through Tourism Destination Management Networks

Lao People's Democratic Republic



LAO PDR TOURISM COVID-19 RECOVERY ROADMAP 2021-2025
Ministry of Culture and Tourism

In the Lao People's Democratic Republic, access disruptions to local tourist destinations caused by natural disasters, as well as the interruption of roads and other infrastructure, pose a threat to the sustainability of tourism. In response, the government is working to incorporate risk assessment into national tourism-related plans. To ensure that these efforts are effective, it is considered essential to conduct risk assessments at the provincial and destination levels, in line with local conditions, and to formulate self-reliant countermeasures. "Localized resilience" has therefore been identified as a key element of the initiative.

In addition, efforts are being made to integrate risk assessment into tourism planning through inter-ministerial cooperation, while strengthening collaboration among central and local authorities and the private sector, with a view to consolidating risk information.

Risks

- **Natural Hazards:** Floods, Landslides, Drought, Climate Change
- **Non-natural Hazards:** Infectious Diseases, Economic Crises, Armed Conflicts, Human Rights Violations, etc.

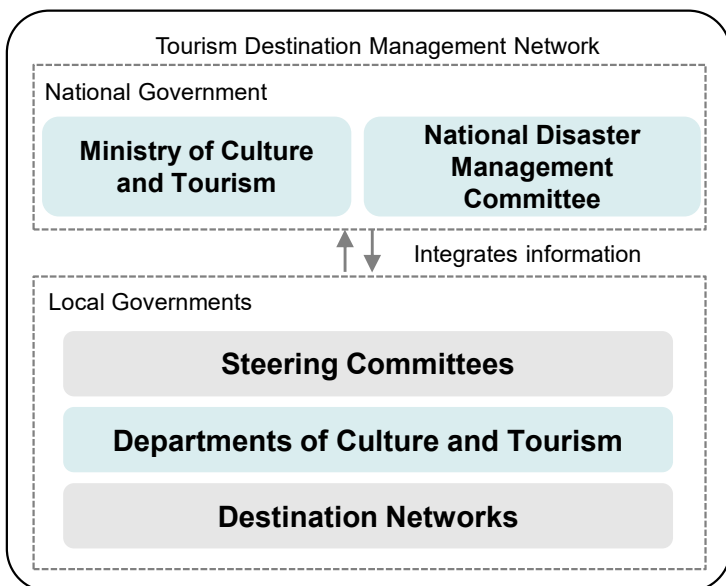
Initiatives

Community-Led Local Risk Assessment through Tourism Destination Management Networks

To enhance the capacity of tourist destinations to respond to natural disasters and climate change, Lao PDR places particular emphasis on establishing a framework under which provincial steering committees, culture and tourism departments, and local tourism stakeholders themselves can conduct basic risk assessments. Local residents also participate in the risk assessment process, evaluate risk levels for each type of hazard, and prioritise risks to guide subsequent actions.

To build such a framework, risk assessment is being integrated into the National Tourism Development Plan, tourism destination development and management plans, and national tourism standards, alongside efforts to identify stakeholders and clarify their roles and responsibilities. Recognising that tourism resilience requires collaboration across multiple related sectors, a tourism destination management network has been established to organise and integrate risk information across sectors such as tourism, infrastructure, and disaster risk management. Through these initiatives, stakeholders at the provincial and destination levels can identify and assess risks on their own and consider measures that reflect local conditions.

Stakeholders Government Agency



Key Points

- **Conducting community-led risk assessments that reflect local conditions, leveraging cross-sectoral networks linking the central government and local communities**

Integrated Risk Assessment for Tourist Destinations across Government Ministries

Republic of Indonesia



Ministry of Tourism, Republic of Indonesia

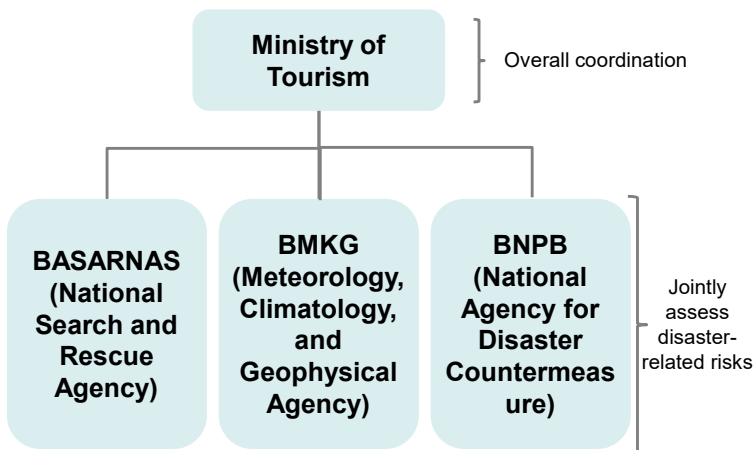
In Indonesia, a country exposed to various disaster risks, including tsunamis, volcanic eruptions, and extreme weather, it is an important challenge to accurately identify the diverse risks that may arise in tourist destinations and ensure appropriate preparedness and response to disaster.

To address this, relevant ministries and agencies responsible for disaster management, meteorology, tourism, and other fields are working together to conduct integrated risk assessments and to incorporate the findings into trainings and planning processes.

Risks

- **Natural hazards:** Earthquakes, Heavy Rainfall, Volcanic Eruptions, Climate Change, High Waves, etc.

Stakeholders Government Agency



Initiatives

Integrated Risk Assessment for Tourist Destinations across Government Ministries

The framework was established to enable ministries and agencies—such as those responsible for disaster risk reduction, tourism, and meteorology — to jointly assess multiple risks anticipated at tourist destinations, such as natural disasters, weather conditions, and visitor flows.

In addition, systems operated by other ministries and agencies (InaRSIK¹, QR-SAR²) have been connected to the National Tourism Information System (SISPARNAS³) and are being utilized for collecting real-time information.

Through this system integration, information can be promptly consolidated at both national and local levels, and disaster risks at each tourist destination can be assessed in a comprehensive and multi-dimensional manner. This enables impact assessment as well as rapid understanding of evolving situations.

1) An information platform provided by the National Agency for Disaster Management (BNPB), which enables users to check disaster risks using maps and risk indicators
 2) A web-based application for managing Search and Rescue (SAR) operations, provided by the National Search and Rescue Agency (BASARNAS), which is operated in coordination with tourism information (SISPARNAS).
 3) A digital platform managed and operated by the Indonesian tourism authorities that aggregates and visualises domestic tourism data, including information on tourist destinations, accommodation, and transportation.

Key Points

- **Integrated assessment and management of risks—related to disasters, weather, and visitor flows – at tourist destinations through inter-ministerial collaboration**

Publication of "Sendai Tourism Crisis Management Manual" to Share Practical Crisis Response Initiatives with Stakeholders

Japan Sendai City



Tourism Crisis Management Workshop
Sendai City

Sendai City is the gateway to the Tohoku region, welcoming a large number of travellers. However, the city is also prone to disasters such as earthquakes and floods. The Great East Japan Earthquake of 2011 caused extensive damage from earthquakes and tsunamis, and prolonged transport disruptions left many travellers stranded.

Based on these experiences, and anticipating further growth in visitor numbers, the city developed its Tourism Crisis Management Manual in October 2024 to minimize the impact of tourism crises. The manual sets out detailed risk scenarios reflecting the city's specific disaster profile, policies and measures, and an operational framework for information sharing and inter-agency coordination, aiming to build a shared understanding among local governments, tourism businesses, and organisations responsible for disaster management and essential services.

Risks

- **Natural Hazards:** Earthquakes, Tsunamis, Wind And Flood Damage, Heavy Snowfall
- **Non-Natural Hazards:** Terrorism and Armed Attacks, Large-scale Fires and Accidents, Pandemic (e.g. Influenza, etc.)

Initiatives

Publication of "Sendai Tourism Crisis Management Manual" to Share Practical Crisis Response Initiatives with Stakeholders

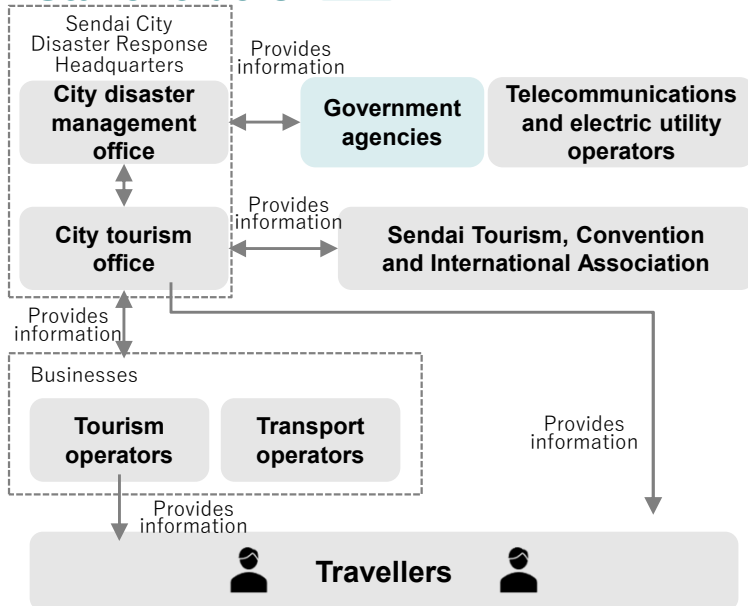
Sendai City developed its Tourism Crisis Management Manual to define its approach to supporting travellers during disasters and sustaining tourism operations. The manual presents actionable measures aligned with national and prefectural plans.

- Risk scenarios: Disasters are classified by type and potential impact, and the maximum estimated number of visitors is calculated by season and event, identifying specific situations where significant impacts could arise.
- Crisis response: National guidelines from the Japan Tourism Agency are adapted to the city's context, presenting effective preventive measures such as tsunami evacuation facility development.
- Inter-agency coordination: Roles and information sources of stakeholders including government bodies, tourism associations, and transport operators are documented in advance for use during emergencies.

By sharing this practical information and clearly defined roles with tourism businesses and relevant parties beforehand, the manual enables swift, coordinated response when disasters occur.

Stakeholders

 : Government Agency



Key Points

- Sharing potential risks and response procedures through a crisis management manual to build common understanding and strengthen inter-agency coordination
- Adapting national guidelines to local conditions to present realistic and actionable measures

Establishment of a Public–Private Partnership Framework for Tourism Crisis Management

Republic of Korea



K-Tourism Innovation Task Force

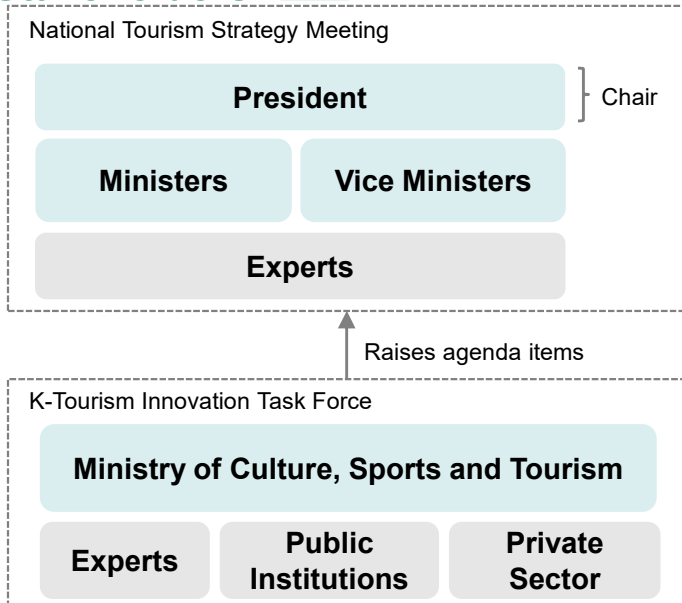
In the Republic of Korea, a robust framework for collaboration between the government and the private sector has been established for tourism crisis management.

The National Tourism Strategy Meeting, established in 2017 with the participation of relevant ministries and agencies, treats tourism crises and resilience as top priorities. Furthermore, in 2025, the government launched the K-Tourism Innovation Task Force, a public–private consultative body, to strengthen preparedness and capacity in the tourism sector. Opinions consolidated through this Task Force are submitted as key agenda items to the National Tourism Strategy Meeting and are reflected in national tourism policy.

Risks

- **Natural hazards:** Climate Change, etc.
- **Non-natural hazards:** Infectious Disease

Stakeholders Government Agency



Initiatives

Establishment of a Public–Private Partnership Framework for Tourism Crisis Management

(1) National Tourism Strategy Meeting

The National Tourism Strategy Meeting was established in 2017 to enable integrated decision-making on tourism policy as a national strategy and was elevated in 2026 to a presidential-level meeting presided over by the President. All ministries and several related agencies jointly deliberate and coordinate tourism measures, formulating cross-ministerial tourism strategies and policies. In light of the significant impact of the COVID-19 pandemic on tourism, response to tourism crises and the strengthening of resilience have been positioned as priority agenda.

(2) K-Tourism Innovation Task Force

The K-Tourism Innovation Task Force was established in 2025 as a public–private consultative body bringing together experts, businesses, and non-profit organisations in the tourism sector. In addition to addressing issues such as promoting inbound tourism and revitalizing regional tourism, the Task Force discusses tourism crisis analysis and response measures. The consolidated opinions are reflected as agenda items in the National Tourism Strategy Meeting described in (1) and are utilized in policy making.

Key Points

- **Establishment of a government-led discussion platform involving all ministries and agencies and a public-private task force composed of tourism stakeholders**

Government-led Public–Private Collaboration to Implement Crisis-management Initiatives

Republic of Singapore



Singapore Merlion
Singapore Tourism Board Annual Report 2024-2025

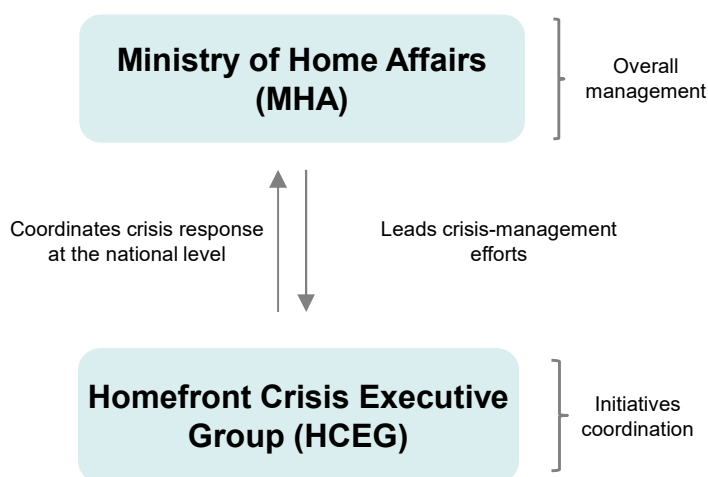
In Singapore, the national crisis-management system has evolved since the 1974 Laju hijacking, leading to the establishment of the government-wide Homefront Crisis Executive Group (HCEG)¹ in 2004. Singapore’s tourism-resilience measures include six crisis-management activities, such as joint public–private planning and infrastructure development, as well as the development of standard operating procedures (SOPs) and the delivery of trainings by the SHN Operations Team, established in response to COVID-19.

For the tourism sector, the Tourism 2040 (T2040)² masterplan was developed by the Singapore Tourism Board, in partnership with industry stakeholders. T2040 outlines Singapore’s next chapter for tourism – one anchored in quality tourism and focused on growing tourism spend. This goes beyond tourism numbers; it is about creating sustainable growth that benefits both visitors and the local communities.

Risks

- **Natural hazards:** Earthquakes, Typhoons, Heavy Rainfall, Volcanic Eruptions, Climate Change
- **Non-natural hazards:** Terrorism, Infectious Diseases

Stakeholders : Government Agency



Initiatives

Government-led Public–Private Collaboration to Implement Crisis-management Initiatives

Singapore has implemented 6 key crisis-management activities to prepare for a wide range of emergencies, including tourism-related crises:

- (1) Robust planning and coordination through public–private partnerships
- (2) Building resilient infrastructure
- (3) Conducting trainings and exercises
- (4) Management of emergency stockpile
- (5) Educational institutions and community engagement
- (6) Regional and international cooperation

During a crisis, public coordination bodies such as the Homefront Crisis Executive Group (HCEG) bring relevant ministries together to centrally manage cross-sector situational awareness, decision-making and response, including tourism.

1) Homefront Crisis Executive Group (HCEG): A government crisis-management body chaired by the Permanent Secretary of the Ministry of Home Affairs.
 2) Tourism 2040 (T2040): A long-term roadmap led by the Singapore Tourism Board (STB) to drive tourism growth, building on STB’s long-standing “Quality Tourism” vision.

Key Points

- **Embedding tourism in the national crisis-management framework, enabling multiple agencies to discuss and decide on crises in a single platform**

Government-led Support for Tourism Businesses in Crisis Response

Republic of Singapore

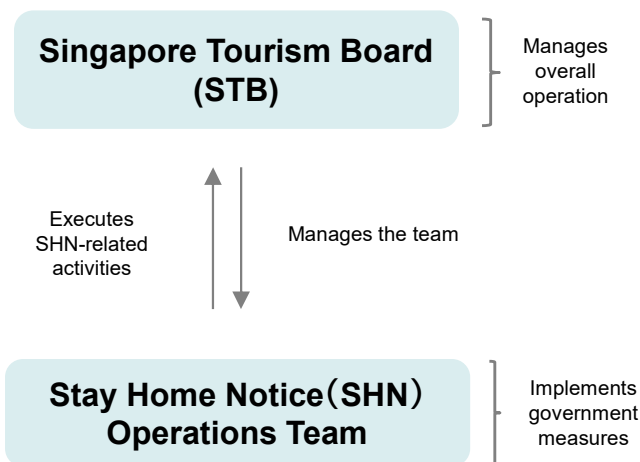


COVID-19 Vaccine Centre (Singapore, 2022)
Government of Singapore

Risks

- **Non-natural hazards:** Infectious Diseases

Stakeholders : Government Agency



Initiatives

Government-led Support for Tourism Businesses in Crisis Response

The Stay Home Notice (SHN) Operations Team is activated only for a public health crisis in Singapore upon notice from the Ministry of Health for infectious diseases. For such public health crises, SHN will centrally manage the process from the arrival of travellers to operations at the SHN-approved facilities. It ensures that government measures are implemented consistently at Stay-home Designated Facilities (SDF) such as hotels. SHN will:

- Develop and regularly update standard operating procedures (SOPs)
- Provide trainings and annual exercises for hotels, facilities and other stakeholders
- Serve as a single channel for guidelines and official notifications

Key Points

- **Joint efforts between government and tourism businesses to implement safety measures based on standardized procedures across tourism-related facilities**

Tourism Industry Common Platform for Rapid Sharing of Damage Information on Accommodation Facilities

Japan Association of Travel Agents (JATA)



"Destination Marketing and Digital Analytics Practical Seminar"
Japan Association of Travel Agents (JATA)


The tourism industry has long faced challenges such as labour shortages and delays in digital transformation. As natural disasters grow in both severity and frequency, accommodation facilities in affected areas must attend to guests, assess damage to buildings and surrounding infrastructure, and simultaneously handle a flood of inquiries from travel agencies—all of which can impede the recovery efforts that should be their top priority.

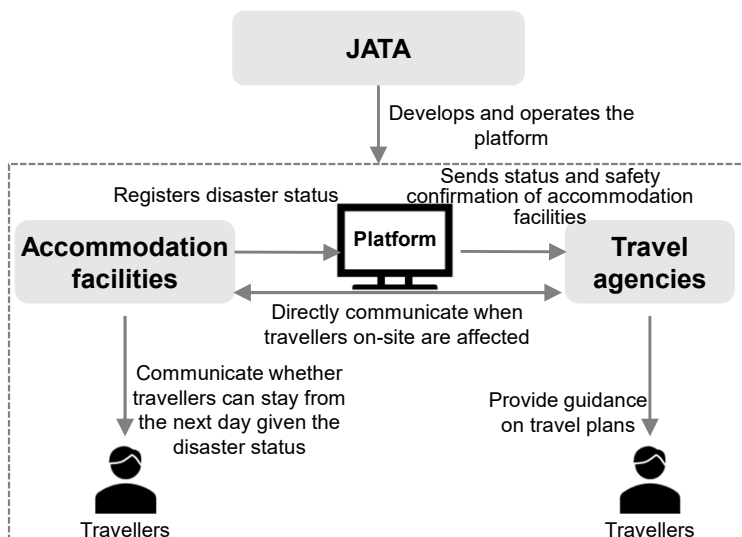
To address this, JATA worked with travel agencies to develop the Tourism Industry Common Platform, establishing a system that enables the rapid, centralized sharing of damage information from accommodation facilities in disaster-affected areas.

Risks

- **Natural Hazards:** Earthquakes, Typhoons, Volcanic Eruptions, Heavy Rainfall, Snow Damage, Tsunamis

Stakeholders

 : Government Agency



Initiatives

Tourism Industry Common Platform for Rapid Sharing of Damage Information on Accommodation Facilities

The Tourism Industry Common Platform, during normal times, centrally manages basic accommodation information as well as the latest operational updates such as check-in time changes and temporary closures. Travel agencies can use this information to smoothly guide travellers and coordinate bookings.

During disasters, the platform sends safety confirmation requests to all accommodation facilities in the affected area simultaneously, collecting operational and damage status in a short time. The consolidated information is shared with travel agencies in real time, enabling them to confirm traveller safety and adjust itineraries swiftly without contacting each facility individually.

When a landslide from heavy rainfall struck Okinawa, the platform gathered damage reports and immediately shared the unavailability of certain facilities. Damage was reported through both texts and images, enabling travel agencies to provide prompt, accurate updates to travellers, demonstrating improved disaster response capabilities.

Key Points

- Establishing a system for real-time sharing of accommodation damage and operational status during a disaster
- Ensuring accuracy of information and responsiveness during emergencies through the utilization and regular updating of accommodation data

Utilization of Multiple Communication Channels to Provide Inbound Visitors with Safety Information

Japan National Tourism Organization (JNTO)



Multi-lingual Hotline provided by JNTO
Japan Visitor Hotline

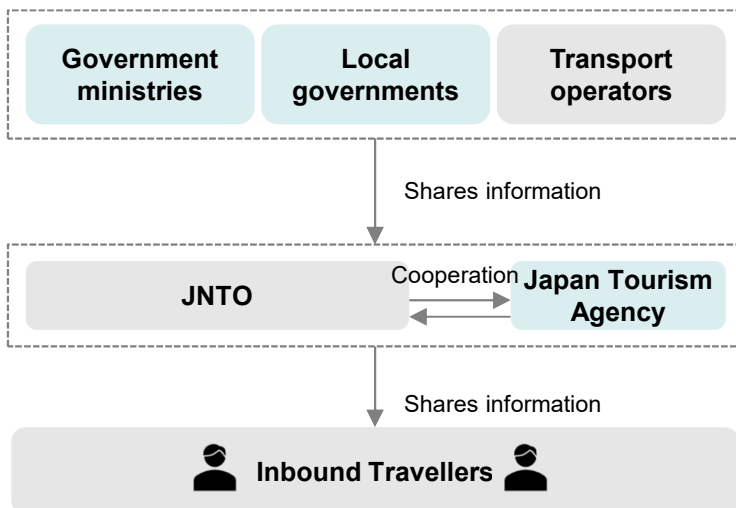
JNTO is the organisation in charge of promoting and marketing inbound tourism to Japan in coordination with the Japan Tourism Agency, operating 26 offices worldwide. During crises, JNTO provides safety information in multiple languages.

Based on information from various sources including government agencies and transport operators, JNTO delivers disaster-related information through diverse platforms including its website, official social media accounts, and a multilingual call centre, ensuring that critical information reaches international visitors.

Risks

- **Natural Hazards:** Earthquakes, Tsunamis, Typhoons, Heavy Rainfall, Floods, Landslides, Mudslides, Volcanic Eruptions
- **Non-natural Hazards:** Telecommunications Disruptions, Transport Network Disruptions, Pandemics, International Political Instability, etc.

Stakeholders Government Agency



Initiatives

Utilization of Multiple Communication Channels to Provide Inbound Visitors with Safety Information

JNTO utilizes multiple platforms to maintain points of contact suited to the diverse needs of travellers. Information is disseminated based on primary sources from government agencies and transport operators as well as media reports, ensuring credibility as an official government channel.

Specifically, disaster-related information is posted on JNTO’s overseas office websites, official social media accounts such as X and Weibo, and the "Japan Safe Travel" page on the JNTO website. In addition, the multilingual call centre "Japan Visitor Hotline" handles a wide range of inquiries from travellers in English, Chinese, and Korean, 24 hours a day, 365 days a year.

During crises, alongside providing accurate information through these channels, JNTO also works to prevent the emergence and spread of misinformation.

Key Points

- Securing multi-channel, multilingual information channels to meet the diverse needs of international visitors
- Leveraging platforms used for tourism marketing also as the foundation for crisis communication

Training and Pilot Programmes to Enhance Safety and Hygiene at Tourist Destinations

Republic of Indonesia



University of Indonesia Honors the Ministry of Education, Culture, Research and Technology and the Ministry of Tourism and Creative Economy

In Indonesia, which is exposed to disaster risks such as tsunamis, volcanic eruptions, and extreme weather events, in addition to integrated risk assessments conducted jointly by multiple ministries and agencies, pilot and training programmes are being implemented in collaboration with universities to improve safety, hygiene, and environmental management (CHSE¹⁾ at tourist destinations.

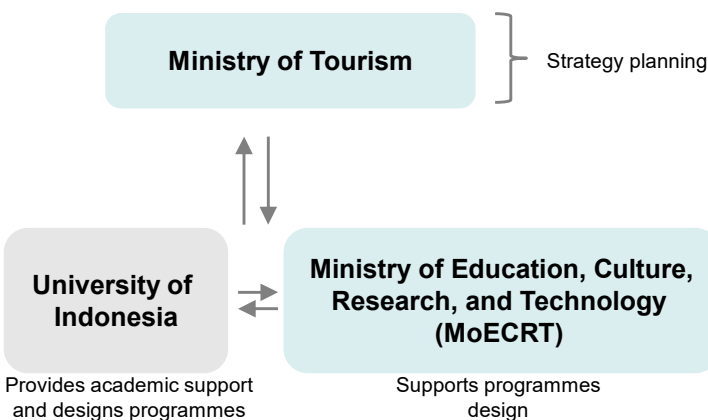
¹⁾ Cleanliness, Health, Safety, Environment Sustainability: a national certification established by the Government of Indonesia which sets standards for cleanliness, health, safety, and environmental sustainability at tourist facilities and destinations.

Risks

- **Non-natural hazards:** Infectious Diseases, Waste / Hygiene Hazards, Health Risks in Local Communities, etc.

Stakeholders

 : Government Agency



Initiatives

Training and Pilot Programmes to Enhance Safety and Hygiene at Tourist Destinations

The University of Indonesia and the Ministry of Education, Culture, Research, and Technology (MoECRT) are implementing an integrated approach to improving safety, hygiene, and environmental management (CHSE) for “tourism villages (Desa Wisata) ” operators . This includes the development and delivery of training modules based on CHSE certification for tourism village operators, as well as continuous improvement through monitoring and evaluation.

Key Points

- Capacity building for local businesses at tourist destinations through trainings and simulation programmes under a public–private–academic partnership

Inclusion of Tourism Resilience Information in the National Disaster Response Manual

Republic of Korea



1330 Korea Travel Hotline

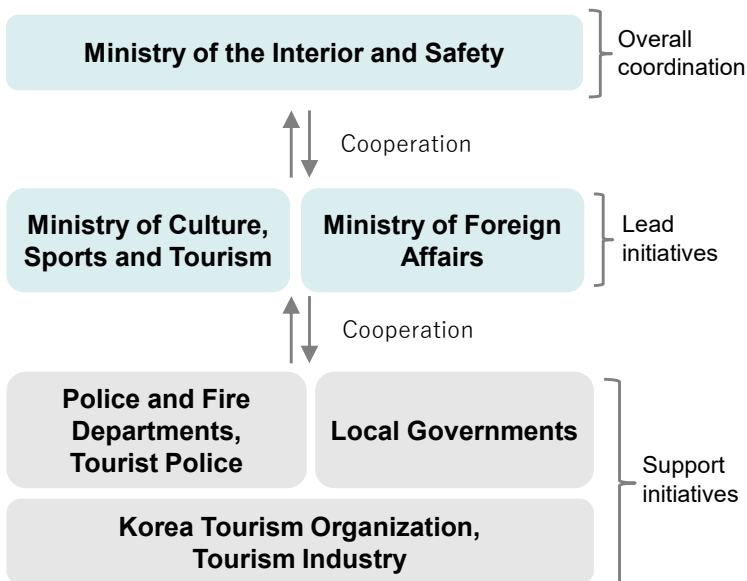
In the Republic of Korea, a collaborative framework for tourism crisis management has been established through close cooperation between the government and the private sector. By revising the National Disaster Response Manual, the role of the tourism sector has been clearly defined, thereby building a tourism resilience framework in which the government body and tourism-related businesses work together.

Risks

- **Natural hazards:** Earthquakes, Typhoons, Heavy Rainfall, Volcanic Eruptions, Climate Change
- **Non-natural hazards:** Terrorism, Infectious Diseases, etc.

Stakeholders

 : Government Agency



Initiatives

Inclusion of Tourism Resilience Information in the National Disaster Response Manual

The revised National Disaster Response Manual explicitly sets out the measures and roles of the relevant ministries and agencies in the tourism sector, both in times of disaster and under non-crisis conditions.

The multilingual “1330” hotline for tourists is operated by the Ministry of Culture, Sports and Tourism and the Korea Tourism Organization. It provides foreign visitors with tourism information in multiple languages and, in times of disaster, serves as a multilingual access point for assistance, playing a vital role in ensuring their safety.

Furthermore, the Ministry of Culture, Sports and Tourism has established mechanisms to strengthen on-the-ground response capacity by providing support to tourism operators, including inspections, safety training, insurance, and facility improvements.

Key Points

- **Strengthened on-site response capacity by clarifying each ministry's roles through a manual which allowed designated agencies to provide support for tourism businesses and multilingual safety information for foreign tourists**

Capacity Building through the Development of Locally Context-specific BCPs based on Actual Disaster Experience

Caribbean Disaster Emergency Management Agency (CDEMA)



CDEMA's Rapid Needs Assessment Team met with the Jamaica Prime Minister Dr. Andrew Holness (Centre)

The Caribbean region is struck by natural disasters such as hurricanes almost annually, severely damaging the tourism sector. Hurricanes Beryl (July, 2024) and Melissa (October, 2025) inflicted significant impacts on tourist destinations and related industries, and their recovery remains ongoing.

In response, the Caribbean Disaster Emergency Management Agency (CDEMA), under the Caribbean Community (CARICOM), has been strengthening its capabilities to ensure swift and coordinated responses to disasters in each member state.

CDEMA is incorporating lessons learned and analysis on gaps between its original plans and actual impacts from the past hurricanes into national tourism crisis-management policies and business continuity plans (BCPs). CDEMA is also partnering with Japan, which faces similar water-related disaster risks, to promote knowledge-sharing and strengthen cooperation frameworks among relevant institutions.

Risks

- **Natural Hazards:** Hurricanes, Floods, Storm Surges, Coastal Erosion, Droughts, Landslides, Earthquakes, Climate Change, etc.

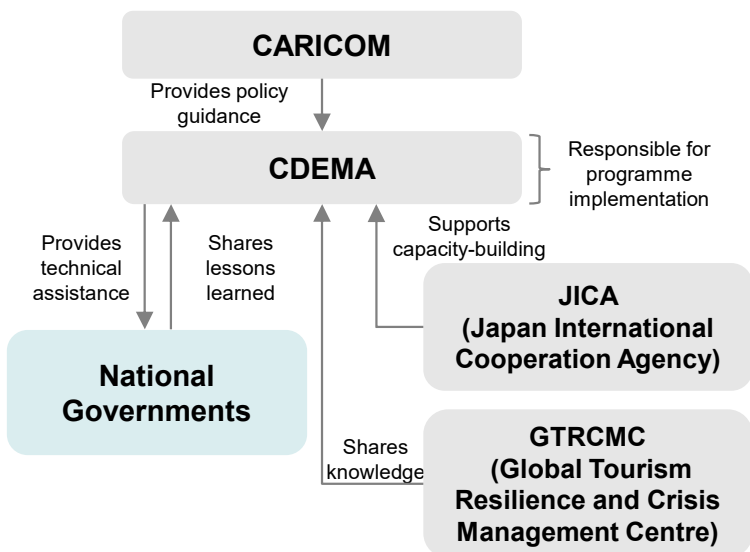
Initiatives

Capacity Building through the Development of Locally Context-specific BCPs based on Actual Disaster Experience

In the hurricane-prone Caribbean, CDEMA works with partners such as the Japan International Cooperation Agency (JICA) and the Global Tourism Resilience and Crisis Management Centre (GTRCMC), the University of the West Indies to strengthen tourism-sector capabilities to respond to disasters, based on actual experience. In countries where tourism has significant economic impact, such as Jamaica and the Bahamas, CDEMA supports governments in developing BCPs and related documents tailored to local conditions.

Drawing on Hurricane Beryl in July 2024, practical lessons and analyses of gaps between plans and actual impacts were incorporated into regional BCPs and guidelines. As a result, during Hurricane Melissa in October 2025, most tourists were safely evacuated according to pre-disaster plans, saving many lives. Moving forward, further gap analysis is placing greater emphasis on pre-disaster investment in resilient infrastructure and on effective financial support mechanisms.

Stakeholders Government Agency



Key Points

- Continuous updates of regional policies based on analyses of actual disaster impacts and assessments of gap between actual disaster and plans

CDEMA–Japan Cooperation on Water-Related Disaster Risk Reduction

Caribbean Disaster Emergency Management Agency (CDEMA)



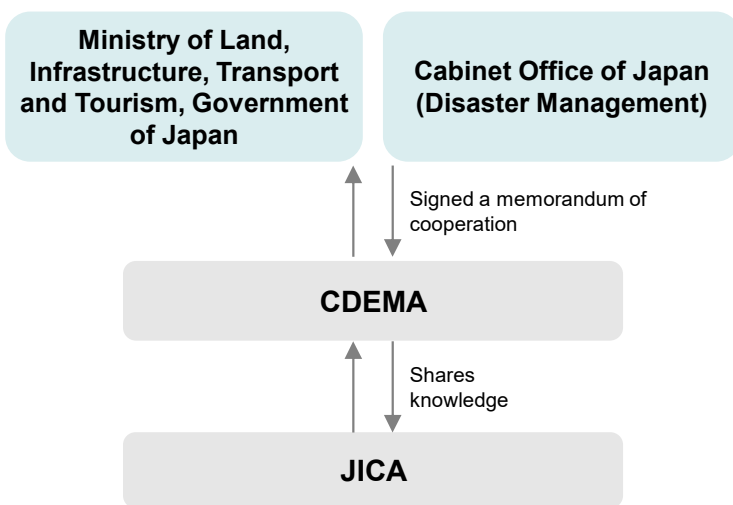
Signing of the Memorandum of Cooperation between CDEMA and the Government of Japan
CDEMA, Official Instagram

Risks

- **Natural Hazards:** Hurricanes, Floods, Storm Surges, Coastal Erosion, Droughts, Landslides, Earthquakes, Climate Change, etc.

Stakeholders

 : Government Agency



Initiatives

CDEMA–Japan Cooperation on Water-Related Disaster Risk Reduction

Caribbean countries share common challenges with Japan, including hurricane-related water disasters and water scarcity inherent to island nations. Through JICA programmes and other initiatives, they have been advancing knowledge-sharing on tourism resilience.

Building on these initiatives, a Memorandum of Cooperation on water-related disaster risk reduction and water management was signed, on 18 September 2025 between CDEMA and Japan’s Cabinet Office (Disaster Management) and the Ministry of Land, Infrastructure, Transport and Tourism. The Memorandum provides for information sharing, joint research and projects, and closer collaboration through study visits, seminars, and other exchanges.

In November 2025, a Japanese tourism-resilience expert delivered lectures in Barbados and Saint Lucia, followed by a study visit to Okinawa by CDEMA Officials with JICA DRR Expert dispatched to CDEMA in December 2025 to observe local tourism-resilience practices. These efforts are deepening cooperation and capacity among partners and strengthening both water-related disaster risk reduction and tourism resilience.

Key Points

- Strengthening crisis-management knowledge sharing and external communication through cooperation with other countries

The Tourism Destination Resilience (TDR) Programme Designed for Each Region

Pacific Asia Travel Association (PATA)




Tourism Destination Resilience (TDR) Programme in Malaysia Pacific Asia Travel Association (PATA)

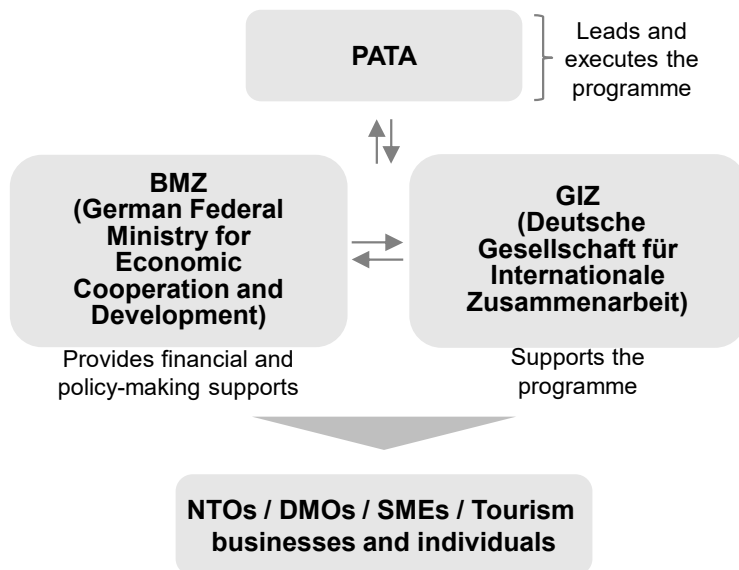
The Tourism Destination Resilience (TDR) Programme, delivered by the Pacific Asia Travel Association (PATA), launched in 2021 in response to the severe impacts of the COVID-19 pandemic on tourism destinations and to help them better prepare for future crises. It aims to strengthen destinations' capacity to prepare for, respond to and recover from crises by building resilience through risk assessment, risk management and adaptive capacity, with a strong focus on human capacity development. Through a combination of online learning modules and in-destination training, TDR provides tools and training for National Tourism Organisations (NTOs), Destination Management Organisations (DMOs) and, through its expanded SME-focused components, tourism businesses and other stakeholders to develop the knowledge and skills needed to make destinations more disaster- and crisis-resilient.

Risks

- **Natural Hazards:** Earthquakes, Typhoons, Heavy Rainfall, Volcanic Eruptions, Climate Change
- **Non-natural Hazards:** Terrorism, Infectious diseases, Financial crises, Political crises and Civil unrest, etc.

Stakeholders

 : Government Agency



Initiatives

The Tourism Destination Resilience (TDR) Programme Designed for Each Region

The Tourism Destination Resilience (TDR) Programme helps tourism destinations build resilience and increase their adaptive capacity through a mix of free online learning and in-person capacity building.

Its destination-level component is a 10-module online course on resilient and sustainable destination management, complemented by Training of Trainers (ToT) for national authorities and workshops for subnational destinations across the Asia Pacific region, tailored to local needs and contexts.

In partnership with Visa, the Programme also offers a Finance and Digital Skills for Tourism SMEs course, combining two online modules (Finance Skills and Digital Skills for Tourism SMEs) with in-person workshops that strengthen the financial literacy and digital capabilities of tourism businesses.

All modules are available free of charge in six languages – English, Vietnamese, Thai, Bahasa , Khmer and Mandarin Chinese – to reach a broad range of destinations.

Together, these elements support destinations and SMEs to review and strengthen risk assessment, crisis management and recovery planning, contributing to greater resilience across the tourism value chain.

Since 2021, more than 10,000 people have participated, and the online courses platform has been viewed over 100,000 times from more than 170 countries.

Visit <https://src.pata.org/> for access to these resources.

Key Points

- Providing a practical capacity-building programme that can be tailored to the specific characteristics and challenges of each tourism destination

Guidance Aimed at Strengthening Resilience to Support Sustainability of Tourism Destinations

World Travel & Tourism Council (WTTTC)



Enhancing Resilience to Drive Sustainability in Destinations

The World Travel & Tourism Council (WTTTC) is working to strengthen crisis response and resilience in the travel and tourism sector, recognising that tourism is exposed to complex and interdependent risks such as the climate crisis, natural disasters, and geopolitical instability.

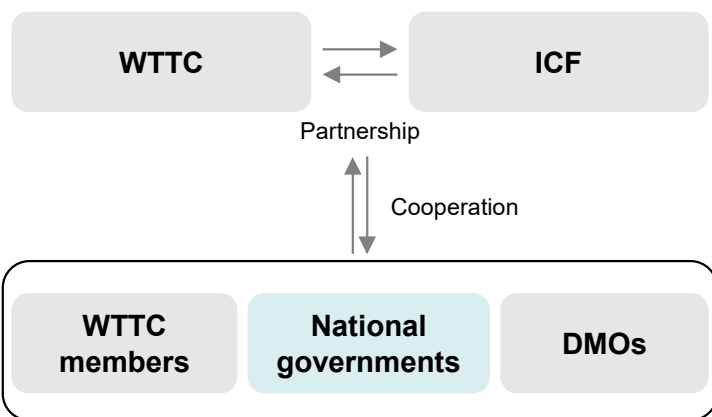
In cooperation with the international consulting firm, ICF, WTTTC has developed a practical and systematic guidance that sets out a common framework applicable to a wide range of destinations. Prepared in collaboration with member organisations, national governments, destination management organisations (DMOs) and others, this guidance is intended to help destinations consider resilience and sustainability with a common framework, which can be applied across diverse types of destinations.

Risks

- **Natural Hazards:** Typhoons, Hurricanes, Flooding, Sea-level Rise, Droughts, Wildfires, Earthquakes, Tsunamis
- **Non-natural Hazards:** Pandemics, Energy Supply Disruptions, Overtourism, Political Instability, The Spread of Misinformation during Crises, etc.

Stakeholders

 : Government Agency



Initiatives

Guidance Aimed at Strengthening Resilience to Support Sustainability of Tourism Destinations

The framework organises the actions that tourism destinations should take before, during and after a crisis into four stages: (1) understanding risks; (2) preparing for different types of crises; (3) minimizing the scale and duration of impacts; and (4) reviewing long-term objectives and sustainability plans in response to lessons learned. In addition, it identifies five resilience fields – environment, infrastructure, energy and water, economy and society – in which action should be taken at each stage of crises and sets out, for each field, concrete measures and policy directions that destinations can adopt.

For example, the guidance includes the following cases.

- In Kenya, indicators such as visitor numbers and waste management are continuously measured and reported in order to support ongoing improvements in marine management (environment domain).
- In Puerto Rico, early warning systems and drills for tsunamis and earthquakes have been established and, when a crisis occurs, operations are implemented in stages, from securing essential supplies to restoring accommodation functions and critical lifelines (infrastructure field).

Key Points

- Presenting a practical framework that sets directions for strengthening crisis response capacity at each stage of a crisis and enhancing long-term sustainability in tourism destinations

