THE UNIVERSITY
OF THE
WEST INDIES

**GTRCMC**
GLOBAL TOURISM RESILIENCE
& CRISIS MANAGEMENT CENTRE

# Global Tourism Resilience & Crisis Management Centre

## PROGRAMME DOCUMENT

**T**ourism is a precious global product that operates as an integral outcome of the entire globalization project. This is primarily because of its impact on world economies. According to the World Travel and Tourism Council (WTTC), "the total contribution of Travel & Tourism to GDP was USD8,272.3bn (10.4% of GDP) in 2017, and is forecasted to rise by 4.0% in 2018, and to rise by 3.8% pa to USD12,450.1bn (11.7% of GDP) in 2028". The WTTC also states that "in 2017, the total contribution of Travel & Tourism to employment, including jobs indirectly supported by the industry, was 9.9% of total employment (313,221,000 jobs). This is expected to rise by 3.0% in 2018 to 322,666,000 jobs and rise by 2.5% pa to 413,556,000 jobs in 2028 (11.6% of total)".

In addition to these contributions, tourism has the ability and focus to bring people together from all corners of the globe to enjoy the niceties and the development of respective host Countries/Regions. Consequently, tourism has created a conduit through which social, cultural and recreational interactions have birthed some of the most enduring relationships, inventions, and even international agreements which have benefitted the world at large. Any threat to a country's tourism is therefore a threat to globalization and international harmony.

Tourism sectors in all countries currently face several external threats and internal challenges (i.e., disruptions), that many destinations now face in terms of tourism product development and management. These concerns were highlighted recently where the UNWTO, Government of Jamaica, the World Bank Group and the Inter-American Development Bank recently hosted a conference on *Jobs and Inclusive Growth: Partnerships for Sustainable Tourism at the Montego Bay Convention Centre* in Jamaica. The conference drew attention to these disruptions which included, among other things, climate change and natural disasters, cybercrime, cyber-security, pandemics, terrorism, war, and changing funding models.

The Montego Bay Declaration, the major conference output, called for the establishment of an entity to address these disruptions. The call also highlighted the need to enable tourism sectors in countries around the world to be more resilient through research, advocacy, policy management, project management, communication management, training and capacity building as well as monitoring and evaluation. This will be executed through the network of Global Tourism Resilience and Crisis Management Centre's around the world.

## Goal

The ultimate purpose of the GTRCMC will be to assist desti-
nation preparedness, management and recovery from
disruptions and/or crisis that impact tourism, and threaten
economies and livelihoods globally.

## Objectives

This GTRCMC aims to make the tourism space more resilient
to local, regional and global disruptions. Specific disruptions
include: climate change, pandemics, cybercrime and
terrorism/cyberterrorism. This will be achieved through four
objectives:

- Research and Development
- Advocacy and Communication
- Programme/Project Design and Management
- Training, and Capacity Building

This will include countries around the world and enable them
to adequately prepare for, manage and swiftly recover from
disruptions

The specific activities associated with each objective are
provided in Table 1

**Table 1: Objectives of the Global Tourism Resilience and Crisis Management Centre**

| Research and Development | Policy Advocacy and Communication Management | Programme/ Project Design and Management | Training and Capacity Building |
|---|---|---|---|
| Conduct cutting-edge research and development projects aimed at understanding issues relating to tourism resilience and tourism crisis management | Ensure that findings garnered from research are made available to relevant tourism stakeholders through policy briefs, press releases, conferences, roundtable discussions. | Design tourism resilience and crisis management projects and programmes. | Provide training and capacity building in tourism resilience and crisis management. |
| Become a global think-tank for tourism resilience and tourism crisis management. | Provide policy solutions to government, international organizations, civil society and the businesses related to tourism resilience. | Mitigate and manage risks associated with the development and management of tourism. | Host tourism resilience and crisis management forums, conferences, and public discussions geared towards bringing the specialists and experts together to share knowledge and strategies on how to be more resilient and more optimal in managing risks. |
| Provide real-time and accurate information related to existing and possible or potential disruptions/risks to destinations. | Lobby international organizations and all stakeholders to become a part of global thrusts towards tourism resilience and crisis management. | Plan and implement crisis management systems that will reduce the impact of disasters. | Source funding and/or developmental opportunities to improve the quality of the output of regional hotel training institutes such as HEART in Jamaica. This is to ensure sustainability of the tourism industry through improving brand quality. One of the major threats to tourism resilience is the quality of the human capital within the sector; andProvide training and capacity building in areas that are relevant to the focus of the GTRCMC. |
| Provide communication, marketing and branding assistance to destinations hit by disruptions/disasters towards rapid recovery. | Ensure that organizations honour their commitments made by applying strategic methods of advocacy. | Assist the tourism related recovery efforts of countries impacted by disasters. | |
| Provide business intelligence and data analytics information to destinations | Manage Tourism Resilience and Crisis Management Information | Monitor the recovery of tourism related efforts of countries affected by a crisis | |
| Provide policy solutions to governments, international organizations, civil society and the businesses related to tourism resilience | Provide communication services to tourism stakeholders regarding factors which negatively affect the industry and its players | Provide policy solutions to governments, international organizations, civil society and the businesses related to tourism resilience | |
| Undertake cutting-edge research related to current and potential disruptions or risks to destinations and, to develop mitigation strategies to address these disruptions and risks | | | |

| Research and Development | Policy Advocacy and Communication Management | Programme/ Project Design and Management | Training and Capacity Building |
|---|---|---|---|
| Provide research fellowship opportunity for individuals seeking to either expand their knowledge or, gain experience in tourism resilience and crisis management, through post-doctoral research. | | | |
| Provide internship opportunities for undergraduate and graduate students in fields of study related to tourism resilience and crisis management. | | | |

## Shared Vision

The Global Tourism Resilience and Crisis Management Centre will assist global destinations with destination preparedness, management and recovery from disruptions and/or crises that impact tourism and threaten economies and livelihoods globally.

## Mission

The Global Tourism Resilience and Crisis Management Centre is a transformative tool, which seeks to safeguard and improve the tourism product in countries around the world as well as to ensure the sustainability of tourism globally.

## Guiding Principle

**a. Caribbean Ownership with a Global Reach:** The Global Tourism Resilience and Crisis Management Centre will be Caribbean led. The GTRCMC will however, draw expertise from around the world and address itself with global issues.

**b. Strategic Collaboration:**

The Global Tourism Resilience and Crisis Management Centre will collaborate across nations and institutions, as appropriate, to foster practices, structures, and processes that will engender strategic solutions to emerging or existing global disruptions.

**c. Alignment:**

The Global Tourism Resilience and Crisis Management Centre, in the pursuit of excellence in responsive service delivery and quality data driven knowledge-management, is committed to progressive and innovative approaches to effective problem-solving.

The GTRCMC will be positioned to offer a number of products and services to address Tourism Resilience and Crisis Management issues in every region around the world. Some of these products and services include:

### Climate Change and Disaster Management
- Climate information and adaptation assessments
- Disaster Communication Management
- Resilience Policy Design and Management
- Policy Evaluation
- Disaster Risk Management
- Climate Change & Carbon Management Consulting
- Disaster preparedness training
- Carbon Asset Risk Assessment
- Sustainable City Management
- Climate Central surveys
- Scientific research on climate change
- Climate Change and Sustainability Services
- Training and Capacity Building in Sustainable Management
- Big Data Analytics

### Security and Cyber-Security Management
- General Data Protection Regulation (GDPR)
- Capacity Building Training
- Crisis Management Training
- Infrastructure and endpoint security
- Security testing
- Identity and access management
- Data and application security
- Security intelligence and optimization
- Security strategy, risk and compliance
- Big Data Analytics

### Entrepreneurial Management
- Big Data Analytics
- Incubator Management
- Microfinancing
- Leadership Development
- Doing Business
- Legal and Regulatory Management
- Digital Transformation
- Marketing Strategic Framework
- Research and Development
- Product Differentiation
- Market Analysis
- Entrepreneurial Scaling
- Information Management and Business Intelligence
- Human Capital Development
- Risk Management
- Digital Marketing
- Artificial Intelligence
- Augmented and Virtual Reality
- Operational Guidance
- Project Management

**Pandemic and Epidemic Management**

- Pandemic/Epidemic Threat Risk Detection Assessment
- Crisis Management Training
- Pandemic Disaster Recovery and Management
- Pandemic Preparedness Training
- Pandemic Communication Management
- Field epidemiology training
- Public health informatics
- Health workforce development.
- Big Data Analytics
- Hospital capacity and management preparedness for pandemic

# Project Beneficiaries and Thematic Focus

## Beneficiaries

The project will benefit several individuals, groups, entities and nations globally directly and indirectly. These include:

- Nations planning tourism resilience planning strategies
- National, regional and international entities managing tourism resources
- National, regional and international entities operating in the tourism sector
- National, regional and international entities implementing or undertaking resilience strategies
- Groups operating in the tourism sector
- Groups operating in any resilience space
- Individuals operating in or benefiting from the tourism sector

## Thematic Focus

The GTRCMC will focus on four critical issues during its operation as a project in the Ministry of Tourism. These thematic areas will be:

1. Tourism Climate and Seismic Resilience
2. Tourism Pandemic/Epidemic Resilience
3. Tourism Security/Cyber-Security Resilience, and
4. Tourism Entrepreneurial Resilience



Tourism Climate and Seismic Resilience

Tourism Pandemic/Epidemic Resilience

Tourism Security/Cyber-Security Resilience
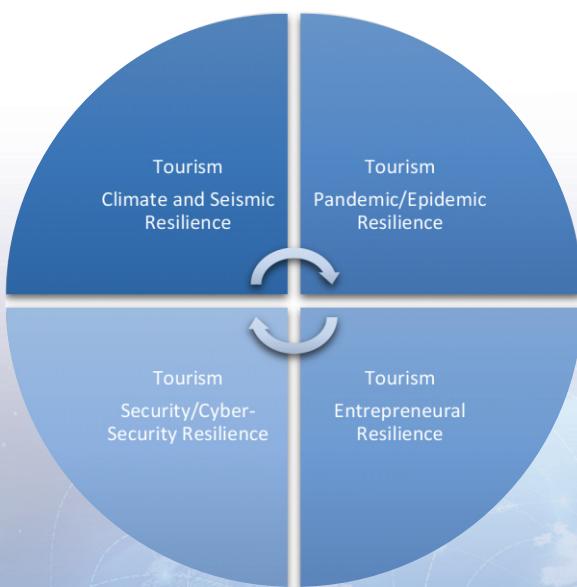
Tourism Entrepreneural Resilience

The GTRCMC will be headed by the Executive Director who shall be responsible for the overall management of the Centre. The Executive Director will provide the operational, organizational, and institutional direction of the GTRCMC and will report to a Board of Governors. The Board of Governors has already been established. The Governors include:

- Dr. Taleb Rifai, former United Nations World Tourism Organization (UNWTO) Secretary-General  – *Co- Chair*

- Hon. Edmund Bartlett, Minister of Tourism       for Jamaica  – *Co-Chair*

- Dr. Mario Hardy, Chief Executive Officer, Pacific Asia Travel Association (PATA)

- Mr. Brett Tollman, Chief Executive Officer,   The Travel Corporation

- Mr. Lee Miles, Professor of Crisis and Disaster Management, University of Bournemouth, United Kingdom

- Ambassador Dho Young-shim, Chairman, UNWTO Sustainable Tourism – Eliminating Poverty Initiative (ST-EP)

- Mr. Ryoichi Matsuyama, President, Japan National Tourism Organization

- Sir Hilary Beckles, Vice Chancellor of the University of the West Indies

- Mr. Earl Jarret, Chief Executive Officer, Jamaica National Group

The Executive Director will be assisted by the following
- *Director with responsibility for Programme and Projects*
- *Director with responsibility for Global Affairs*
- *Director with responsibility for Research and Development*
- *Director with responsibility for Training and Capacity Building*
- *Director with responsibility for Policy Advocacy and Communication*
- *Director with responsibility for Operations*

Internationally recognized experts and professions in the fields of climate management, project management, tourism management, tourism risk management, tourism crisis management, communication management, tourism marketing and branding as well as monitoring and evaluation will staff the GTRCMC.

The Board of Directors will oversee the GTRCMC. The Executive Director will form part of the Board of Directors. The Board composition will consist of internationally recognized experts.
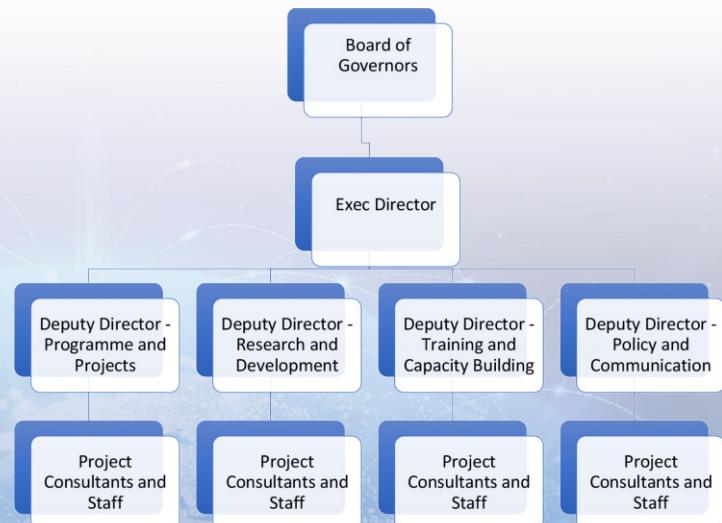
## Project Location

The GTRCMC will be housed at The University of the West Indies, Mona Campus (UWI). The Campus has two locations in Jamaica – Montego Bay and Kingston. Created by a Royal Charter in 1948, The University of the West Indies (UWI), originally University College of the West Indies (UCWI), is a public university system established to serve the higher education needs of the residents of 18 English-speaking countries and territories in the Caribbean: Anguilla, Antigua and Barbuda, The Bahamas, Barbados, Belize, Bermuda, British Virgin Islands, Cayman Islands, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Trinidad and Tobago, and Turks and Caicos Islands. In the last 70 years, The UWI has produced three UWI (Mona) Nobel Laureates, 72 Rhodes Scholars, 3 Gates Cambridge Scholarship winners, 18 current or former Caribbean Heads of Government, and an Olympic medalist.

The UWI boasts a world-class reputation that will enhance the credibility of the GTRCMC in a symbiotic way as the Centre will also, in its operations, enhance the overall mission and vision of the University. The GTRCMC will also have affiliate-centres and branches in countries around the world.

### Stakeholder Register

- Group Name
- Level of Impact on the Project
- Level the Group is Impacted by Project
- Position

A snapshot from the Stakeholder Analysis Register is provided at Table 3.

*Please note: Impact is measured by High (H), Medium (M) or Low (L).*
*State of change readiness is assessed using the measures from PMBOK as follows:*
U – Unaware – this group has no information about the project
R – Resistant – aware of project and resistant to the changes and impacts the project may bring

N – Neutral – aware of the project and neither supportive nor resistant

S – Supportive – aware of the project and the potential changes and impacts and is supportive

L – Leading – aware of the project and actively engaged to ensure the project's success

| Stakeholder Analysis Register Snapshot | | | | |
|---|---|---|---|---|
| Group Name | Impact on Project | Impacted by Project | Category Internal/ External | Position |
| Deputy Director Programme and Projects | High | High | Internal | Leading |
| Deputy Director Research and Development | High | High | Internal | Leading |
| Deputy Director Training and Capacity Building | High | High | Internal | Leading |
| Deputy Director Policy Advocacy and Communication | High | High | Internal | Leading |
| Specialized Consultant Experts | High | Low | External | Supportive |
| University of the West Indies | High | High | External | Supportive |
| CARICOM member states | High | Medium | External | Neutral |
| Ministry of Tourism | High | Medium | External | Neutral |
| International Journal of Tourism Resilience and Crisis Management (IJTRCM) | High | High | Internal | Leading |
| Non-Governmental Organizations | Medium | Low | External | Neutral |
| Hotels | Low | Medium | External | Neutral |
| JAMPRO | Low | High | External | Neutral |
| International Donor Agencies | Medium | Medium | External | Neutral |
| Other Government Agencies around the world | High | Low | External | Neutral |
| Global Civil Society Organizations | High | High | External | Neutral |
| Other global partners | High | High | External | Neutral |

# PROJECT TIMELINES (GANTT CHART)

| Activities | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12 | Month 13 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Establish Board | ■ | | | | | | | | | | | | |
| Board of Directors Retreat | | | ■ | | | | | | | | | | |
| Identification of Project Manager (Consultant) | ■ | | | | | | | | | | | | |
| Launch of Centre | | | ■ | | | | | | | | | | |
| Resource Mobilization | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Summit, Seminars and Lectures | | | ■ | | | | | ■ | | | | | ■ |
| Board of Directors Workshop | | | ■ | | | | | | | | | | |
| Development of Job Descriptions and Scope of work for Management Team | | | ■ | ■ | | | | | | | | | |
| Recruitment of Management Team | | | | | ■ | ■ | ■ | | | | | | |
| Establishment of Management Team | | | | | | ■ | ■ | ■ | | | | | |
| Identification of Location | ■ | | | | | | | | | | | | |
| Development of Location | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | |
| Board and Management Retreat and Development of Business Plan | | | | | | | | ■ | | | | | |
| Recruitment of Admin Staff | | | | | | | ■ | ■ | ■ | ■ | ■ | | |
| Official Opening of Office | | | | | | | | | | | | | ■ |
| Launch of Journal and Call for Articles | | | | | | | | | | | | | ■ |
| Handing over of Project | | | | | | | | | | | | | ■ |

The benefits of establishing a GTRCMC in your country are:

1. Access to a global network of tourism resilience experts

2. Access to a global network of communication crisis firms

3. Access to a global network of tourism professionals

4. Access to a global network of international tourism organization

5. Access to a global platform to help to brand your Minister of Tourism

6. Access to a global platform to assist you with nation branding

7. Access to grand funding for national and cross-national projects

8. Access to global data on tourism trends and changes

9. Support from GTRCMC country offices and partners to address threats to the tourism industry in your country or region

10. Access to speaking opportunities at various international conferences around the world

11. Access to international tourism firms that provide cutting-edge technology and services to enhance the tourism product of your country or region

# GTRCMC

**GLOBAL TOURISM RESILIENCE
& CRISIS MANAGEMENT CENTRE**

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