Presentation outline

• Changing role of government
• Good governance
• OECD member survey results
• Current trends in governance
• Examples
• Policy responses
• Issues for discussion
The changing role of government

• Roles and competencies of government tourism organisations are evolving;

• Government policies emphasise competitiveness:
  – improving productivity and quality;
  – encouraging innovation;

• Better definition of roles and competencies;

• Macro-policy environment favours collaboration:
  – policy development in conjunction with industry
  – an emphasis on sub-national decision-making
  – whole of government approach
Good governance involves:

• A strategic view that focuses on relevant issues and problems;
• Principles of effective decision-making such as transparency, accountability, inclusiveness, fairness;
• An integrated (horizontal/vertical) – whole of government approach;
• All legitimate stakeholders committed and actively working together with the capacity to undertake the roles and decisions required.
### Challenges faced by National Tourism Administrations

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Greatest challenge</th>
<th>Major challenge</th>
<th>Total</th>
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<tr>
<td>Horizontal and vertical tourism policy co-ordination</td>
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<td>3</td>
<td>15</td>
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<td>Financial pressures faced by tourism public agencies</td>
<td>4</td>
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<tr>
<td>External impacts (economic, safety/security, natural disasters)</td>
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<td>Effective regulation</td>
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<td>5</td>
<td>7</td>
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<td>Developing a reform agenda in tourism</td>
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Current trends in governance

- **Institutional change**
  - Central tourism policy organisations (e.g. Japan)
  - New organisation structures (e.g. United Kingdom)
  - Rationalising Regional Tourism Organisations (e.g. Austria)
  - Decentralisation (e.g. Brazil)

- **Increasing co-ordination**
  - Across central government ministries (e.g. Germany)
  - Central-regional (e.g. Australia, Canada, Italy)
  - Across regional governments (e.g. New Zealand)
  - Private sector/industry body involvement (e.g. Germany, Hungary, Slovak, Spain)

- **Changing role for central government**
  - Innovation (e.g. Norway)
  - Regional development (e.g. Italy)
  - HR development (e.g. capacity building)

- **Strategy development to engage/co-ordinate stakeholders**
Example 1 - Defining organisational roles and responsibilities

- France, Greece, Hungary, Mexico, Slovak Republic, Spain, Cambodia, and Vietnam.

- French Reform Act (2009):
  - Book I traces the general organisation of tourism and in particular the distribution of tourism competence;
  - between the central, sub-national and local authorities, and public establishments of inter-municipal co-operation;
  - Book II of the tourism code governs tourism professions and activities;
  - Book III is devoted to accommodation, equipment and facilities directly relevant to the tourism sector;
  - Book IV brings together the provisions interesting financing access to holidays and tourism tax.
Example 2 – Co-ordination and interface with industry

- **Germany**
  - voluntary association of tourism organisations with local, regional and nationwide operations;

- **Hungary**
  - Peak employer and employee associations;

- **Slovak Republic**
  - seven most important nationwide associations of tourism;

- **Spain**
  - an advisory body which brings state, regions and provinces-cities, chambers of trade, employee unions, professional associations.
Potential policy responses

• Clear definition of organisational roles;
• One peak industry association - conjugate representative body;
• Tourism strategy to engage and provide co-ordination - requires funding and communication;
• Develop competent local actors - active ‘learn-by-doing’ programmes;
• Destination management organisations at the subnational level;
• Relevant data and analysis to evaluate policy outcomes.
For further information

• Chapter 1 – Tourism governance in OECD countries
• Chapter 2 – Evaluating tourism policies and programmes
• Chapter 3 – Policy approaches to skills development in tourism
• Chapter 4 – Policy and statistical profiles of 51 OECD, EU and emerging tourism economies

• Available at http://www.oecdbookshop.org/
Further research

• How to increase horizontal co-ordination at the central level;
• Use of regulations/contracts versus (and) relationships for governance at local and regional level;
• Implications for managing the expanded role for government (capacity building, innovation, crisis);
• Use of research to improve governance (network analysis, institutional mapping, value chain, etc.)