



Inclusion and tourism

Analysis and practical approaches
for development cooperation projects

Tourism has particular potential for promoting inclusion and, as a result, contributing to sustainable development in emerging and developing countries. This manual is intended to provide the encouragement and support needed to take on the challenges and opportunities of developing inclusive tourism. It identifies the most important measures, provides inspiring examples and gives guidelines for systematic implementation.

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Published by:
Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

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Photo credits:
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iStockphoto: SOL STOCK (Titel), Cesar Okada (22);

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Bonn 2021

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Abbreviations

BMZ	German Federal Ministry for Economic Cooperation and Development
DESA	United Nations Department of Economic and Social Affairs
DMO	Destination Management Organisation
EDCs	Emerging and developing countries
LTH	Lemon Tree Hotels
OPD	Organisation of Persons with Disabilities
SDG	Sustainable Development Goals
UNCRPD	United Nations Convention on the Rights of Persons with Disabilities
USIC	UXO Survivor Information Centre
WHO	World Health Organization



Introduction



There are more than one billion people world-wide living with disabilities of different kinds, a figure equivalent to around 15 per cent of the global population. According to the World Health Organization (WHO) (2018), 80 per cent of these people live in emerging and developing countries (EDCs) where they are often exposed to human rights violations, discrimination and stigmatisation. In many cases, they suffer from disadvantages in all areas of life when compared with people without disabilities, which means that they are frequently unable to develop their individual potential. This applies in particular to people who belong to groups of the population that are disadvantaged for other reasons, for example women and girls, who are discriminated against in many countries because of their gender.

Against this background, respecting, protecting and promoting the rights of persons with disabilities are key principles of sustainable development policy. The most important instrument for implementing and asserting these rights is the [United Nations Convention on the Rights of Persons with Disabilities \(UNCRPD\)](#), which forms the international legal basis for this work (see [Box 1](#)).

Inclusion as a guiding objective

The overall objective of all efforts to respect, protect and promote the rights of persons with disabilities is inclusion. Everyone should have the opportunity to participate equally in social, economic and political life. This also forms a central part of the [United Nations 2030 Agenda for Sustainable Development](#) with its guiding principle of 'leaving no one behind'.

Tourism has particular potential for promoting inclusion and, as a result, contributing to sustainable development in EDCs:

- The industry is labour-intensive and offers persons with disabilities a variety of employment and income-earning opportunities.
- Accessible tourism services enable persons with disabilities to take part in travel and opens up a large market.
- Tourism encourages encounters between persons with and without disabilities. It increases the visibility of persons with disabilities and helps to break down other people's prejudices and reservations.
- At the same time, the local population can benefit from accessible tourism offerings in the public sphere.

Promoting inclusion in tourism is therefore not just an effective way of reducing poverty and social inequality in EDCs, but also has significant potential to increase economic added value.

In view of this, the subject of inclusion in the context of tourism should be actively promoted in relevant projects in the field of international development cooperation and should always be taken into consideration. Project managers have a broad spectrum of possibilities in this respect. The starting points for promoting inclusion are as wide-ranging and varied as the industry itself. This manual identifies these starting points and highlights ways of ensuring that inclusion in tourism can be successful in EDCs.

Target groups for the manual

The manual is aimed primarily at **people working in the field of international development cooperation** who are planning and implementing tourism-related interventions as part of projects abroad. It also provides **officials in tourism ministries and tourism organisations as well as tourism developers** with practical help on promoting inclusion in tourism. In addition, the manual also motivates other interested groups to think about the subject and raises awareness of the importance of inclusion in tourism.

The objectives of the manual are:

- to enable the people in the target groups referred to above to exploit the potential of tourism as an instrument for sustainable development more effectively by promoting inclusion,
- to provide general information about inclusion and tourism in an easily understandable, clear and practical way and to make it simpler to grasp by using examples,
- to offer practical guidelines on planning and implementing projects abroad and advisory projects in the field of development cooperation in order to promote inclusion in tourism.

The manual offers:

- a concise introduction to the subject with facts and figures relating to the situation of persons with disabilities worldwide, arguments in favour of promoting inclusion and on the positive role that tourism can play in this respect ([Chapter 1](#)),
- an insight into the ideal inclusive tourism destination including its various elements, principles, target groups and the subsystems of employment, entrepreneurship and travel experiences ([Chapter 2](#)),
- starting points for breaking down crucial barriers and six proposals for highly effective solution strategies ([Chapter 3](#)),
- guidelines that describe the six steps of the process for developing a cooperation system that will both allow for greater inclusion in tourism on a national level and have a lasting impact ([Chapter 4](#)).

Basic principles: Inclusion and tourism

1



The reasons for inclusion

Inclusion means that people with and without disabilities have the opportunity to participate equally in social, economic and political life, develop their individual potential and use their skills to contribute to the common good (see UNCRPD, article 1).

Inclusion is an objective and, at the same time, an ongoing process that will continue to require a great deal of time. Many countries have begun working towards the objectives defined on the basis of the UNCRPD, but there is still much essential work to be done.

Reasons why the promotion of inclusion is so important:

- **A key to reducing poverty**
Persons with disabilities often have no access or extremely limited access to education, employment and other basic services, such as health care. For this reason, they often live in poverty. The reverse is also true. Poverty as a contextual factor increases the risk of disability, for example because people have no access to health care or are suffering from malnutrition. Inclusion can break this dangerous cycle of disability, exclusion, poverty and illness.
- **Exclusion is costly**
If people are excluded, their productive potential is lost. This leads to dependencies and costs for families, communities and countries. If family members have to care for people with disabilities, this effect is reinforced as they too are often denied access to education and employment as a result of a lack of time or money (see International Centre for Evidence in Disability (ICED) / London School of Hygiene and Tropical Medicine (LSHTM), 2015).
- **Growing number of persons with disabilities**
The increase in chronic illnesses throughout the world and the ageing population mean that the number of persons with disabilities will continue to grow. The challenges and opportunities that result from this change will therefore also increase in future. As a result, well-functioning instruments are urgently needed to counteract these developments in a constructive way.
- **Inclusion as a human right**
The right of persons with disabilities to equal participation is enshrined in the UNCRPD. It describes the universal human rights from the perspective of persons with disabilities and identifies the obligations of the state on this basis. There is a significant need for action given that persons with disabilities, and women with disabilities in particular, are exposed to human rights violations on a much more frequent basis.
- **Inclusion is diversity**
Persons with disabilities are an important part of society and help to make it more varied. Diversity means embracing this variety, making conscious use of it and actively promoting it. It also includes treating persons with disabilities with the same esteem as other people and helping them to develop their individual potential.

Box 1: The United Nations Convention on the Rights of Persons with Disabilities – the most important facts in brief

- The UNCRPD is an agreement on the rights of persons with disabilities that was adopted by the General Assembly of the United Nations in 2006 and entered into force in 2008.
- Its aim is to end discrimination against persons with disabilities and to ensure that they are recognised as full members of society.
- Germany and 182 other countries have ratified the UNCRPD and, by signing it, have undertaken to implement it.
- Article 32 of the Convention explicitly calls for the objectives of the Convention to be promoted within the framework of international cooperation.
- The ratification of the Convention in Germany and in most of the partner countries of German development cooperation has established a binding framework for the effective, targeted promotion of inclusion in development cooperation projects.
- Key objectives of the Convention include breaking down barriers, enabling persons with disabilities to live self-determined lives, ensuring that their personal rights and human rights are respected, refusing to tolerate the deprivation of rights or exclusion, promoting equal rights for everyone as well as the right to education, training and work.
- The right to participation in tourism is explicitly enshrined in Article 30. Suitable measures must be taken to ensure that persons with disabilities have access to recreation, leisure and sport and can take part in cultural life.

The 2030 Agenda: A compass for greater inclusion

Leave no one behind

This is a key guiding principle of the United Nations 2030 Agenda for Sustainable Development. The inclusion of all people is a theme which cuts across many of the Sustainable Development Goals (SDGs) and is explicitly highlighted in several SDGs. In 2018, the United Nations focused on the SDGs from the perspective of persons with disabilities and highlighted the relevant aspects. On this basis, the following goals for persons with disabilities, which are documented in the United Nations Disability and Development Report (2019), represent an important compass for activities to promote inclusion in development cooperation.

Figure 1: The SDGs for persons with disabilities



Inclusion and development cooperation

By ratifying the UNCRPD and, in particular, Article 32 on international cooperation in 2009, the Federal Republic of Germany has committed to making its development cooperation activities inclusive. Respecting, protecting and promoting the rights of persons with disabilities is considered to be an important prerequisite of sustainable development. A number of different strategic frameworks play a key role in the implementation of inclusive development cooperation activities (see Box 2).

Box 2: Strategic frameworks for inclusive development cooperation

- Strategy Paper of the Federal Ministry for Economic Cooperation and Development (BMZ)
https://www.bmz.de/en/publications/type_of_publication/strategies/Strategiepapier501_inclusion.pdf
- European Union Action Plan on Human Rights and Democracy
www.ec.europa.eu/transparency/regdoc/rep/10101/2020/en/join-2020-5-f1-en-annex-1-part-1.pdf
- United Nations Disability Inclusion Strategy
www.un.org/en/content/disabilitystrategy
- World Bank Disability Inclusion and Accountability Framework
<https://olc.worldbank.org/content/disability-inclusion-and-accountability-framework>

Following the recommendation of the United Nations, BMZ has developed a two-part strategy or **twin-track approach** for the inclusion of persons with disabilities. An integral component of any strategy is the **participation** of persons with disabilities.

The twin-track approach

The two-part strategy for promoting the inclusion of persons with disabilities is known as the twin-track approach. It consists of two methods:

- **Disability mainstreaming:** This involves incorporating ideas for the inclusion of persons with disabilities into existing structures, programmes and activities. It is based on the conviction that the inclusion of persons with disabilities is a cross-cutting theme which must be taken into consideration in all areas. For example, it is essential to ensure that programme managers understand the concept of inclusion and that vocational education programmes are also accessible to persons with disabilities.
- **Targeted promotion:** Targeted promotion involves putting the inclusion of persons with disabilities at the heart of a programme or intervention. Projects of this kind address those areas where there is a specific need or where general mainstreaming programmes are not far-reaching enough. The empowerment of persons with disabilities is a key component of the targeted promotion of inclusion. This involves providing the target groups with specific support to enable them to play an independent, self-determined role in all areas of life.

Important: Promoting the inclusion of persons with disabilities is a process that requires political will and takes a very long time. The two approaches outlined here should interact with one another and work together.

Participation

'**Nothing about us without us**' is an important maxim of the UNCRPD and is also a guiding principle for German development cooperation. It means that persons with disabilities and organisations that represent them (see **Chapter 2 Further information: The role of organisations of persons with disabilities**) must be actively involved in implementing the Convention as employees and also as advisors. Participation also implies that persons with disabilities benefit from development cooperation activities in the same way as people without disabilities. In mainstreaming programmes in particular, the involvement of persons with disabilities is an effective means of ensuring that their concerns are given appropriate consideration. Barriers within the structures of development cooperation projects also need to be removed to make participation possible. These include not only obvious environmental obstacles but also prejudices against persons with disabilities on the part of the project team members.

In focus: Persons with disabilities

The principle of inclusion requires the participation of all people in social, political and economic life, regardless of their skin colour, religious beliefs, gender or disability. This manual focuses on persons with disabilities and aims to highlight ways in which their inclusion in tourism can be successfully achieved.

According to the UNCRPD (Article 1), persons with disabilities are:

‘those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.’

From this perspective, disability only arises from the combination of an impairment and the barriers that the people affected are confronted with.

Forms of impairment

Persons with disabilities form a large and diverse group. Categorising the group helps to ensure that living spaces are designed to meet people’s needs (see Humboldt University of Berlin 2016, p. 15):

- **Physical impairments**, such as paralysis or missing limbs, affect the way people move.
- **Sensory impairments**, such as blindness or deafness, affect people’s vision, hearing, speech, sense of smell, taste and touch and / or balance.
- **Intellectual or cognitive impairments**, such as reduced memory capacity, severely affect people’s intellectual and cognitive functions and their adaptive behaviour.
- **Psychiatric impairments**, such as schizophrenia or depression, affect people’s ability to think and to form relationships, their moods and, in general, their capacity for coping with the requirements of day-to-day life.
- **Multiple disabilities** affect people who have more than one impairment. For example, a person with Down’s syndrome may also have learning difficulties or a visual impairment.

Also worth knowing: Very few impairments are congenital. Most disabilities are caused by illnesses or accidents. For this reason, the older people are, the greater the likelihood is of them becoming disabled. As a result, in an ageing society the promotion of inclusion plays an ever-greater role.

The situation of women and girls with disabilities

Particular attention should be paid to persons with disabilities who suffer from dual discrimination (intersectionality) because of other factors such as their religion, gender or ethnic origin. In EDCs, women with disabilities and girls in particular often suffer from violations of their human rights (see Box 3).



Box 3: Figures relating to the situation of women and girls with disabilities

- ➔ According to the WHO and the World Bank (2011), 11 per cent more women than men live with disabilities throughout the world. In low-income countries, the proportion of women with disabilities is 22 per cent, compared with 14 per cent of men.
- ➔ Young women and girls with disabilities are up to ten times more likely to experience violence than women and girls without disabilities (see United Nations Population Fund 2018).
- ➔ The global employment rate of women with disabilities is only 20 per cent (see WHO / World Bank 2011).

Women and girls with disabilities often experience double discrimination. For example the employment rate of women with disabilities worldwide is only 19.6 per cent.

Barriers to inclusion

Barriers are obstacles that make it difficult or even impossible for persons with disabilities to do things that most people take for granted.

What types of barriers are there?

- Environmental barriers are physical obstacles that many persons with disabilities cannot overcome. These include inaccessible buildings, narrow paths, uneven surfaces and information in inaccessible formats, such as text that is too small or lacking in contrast or a lack of alternative forms of communication for people with sensory impairments. Environmental barriers are easy to identify.
- Attitudinal barriers are prejudices or mindsets among other people that lead to discrimination against persons with disabilities. They are among the main factors inhibiting progress in the inclusion of persons with disabilities. They are difficult to identify.
- Institutional barriers are guidelines and regulations that exclude people, such as a discriminatory education policy or criteria that prevent people from becoming members of an organisation. They are difficult to identify and remove, because they are often linked to social and cultural norms and are enshrined in law.

Important: Because disability arises as a result of barriers, it is important for inclusive development cooperation to break down barriers in different areas of life.

Accessibility

According to Article 4 of the German Equality for Persons with Disabilities Act (BGG) '**Buildings, tools and equipment, systems, information sources and communication facilities are accessible if they can be found, accessed and used by persons with disabilities without any external help**'.

An area of life is accessible if all the barriers have been removed – in other words, not only physical barriers but also prejudices and institutional barriers. This is a state that is very rarely achieved in reality. For this reason, the concept of accessibility is an objective rather than a state and reducing barriers is the route that leads to this objective.

Box 4: Breaking down environmental barriers: important concepts

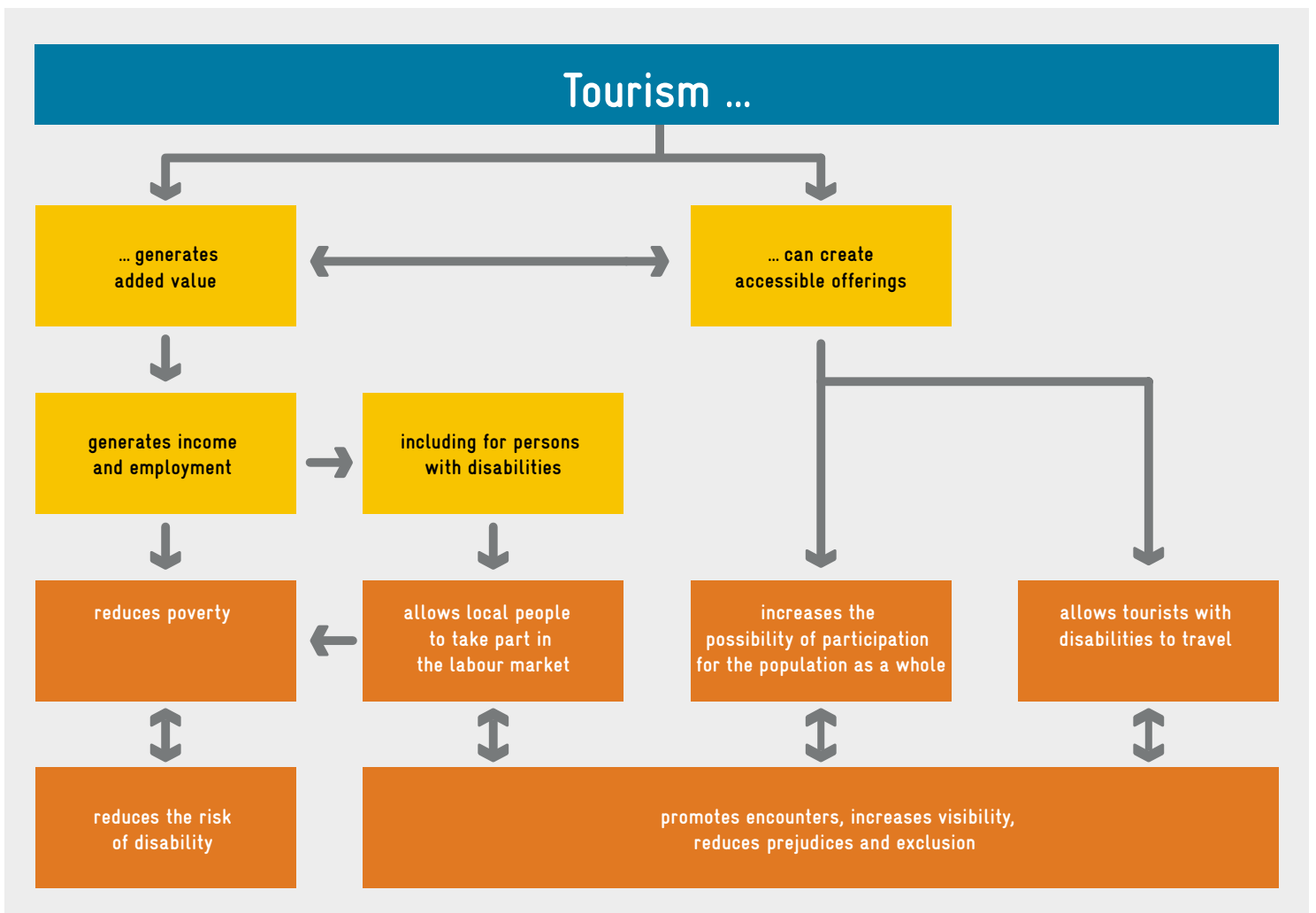
A variety of concepts are used in relation to the design of accessible living spaces, mostly concerning environmental barriers.

- **Accessibility:** This means that general standards, in particular in relation to the built environment, have been applied to give people with disabilities better access to rooms, facilities and services.
- **Reasonable accommodation** consists of appropriate measures specific to each individual case that are taken to remove barriers, such as the employment of a support person or the provision of a specific aid.
- **Universal design** means designing rooms, facilities and services from the start in such a way that they can be used by everyone without the need for special adjustments.

Tourism: Engine for inclusion

The tourism industry has particular potential for generating regional added value and promoting participation. It creates spaces for encounters, increases the visibility of persons with disabilities and, as a result, helps to break down prejudices and end exclusion. The factors that influence this have a reciprocal relationship with one another. Figure 2 shows the most important connections.

Figure 2: Contribution made by tourism to reducing poverty and increasing participation



How tourism can make a significant contribution to increasing inclusion in EDCs:

1. Tourism has particular potential for generating regional added value.

This potential is a result of different features of the industry:

- Tourism creates local jobs that cannot be outsourced to other countries and, despite its local nature, brings foreign currency into the country.
- Because of the many interfaces between tourism and its associated industries, such as agriculture and retail, the impact of tourism revenue on the broader economy is huge.
- Because the tourism industry is made up of small and medium-sized businesses, tourism revenue benefits a large number of companies and people.

The economic effects outlined here reduce poverty, which is a key risk factor for disability. In addition, an economically successful tourism industry stimulates investment in infrastructure via tax revenue, which can also contribute to the removal of environmental barriers.

2. Tourism offers persons with disabilities the opportunity to earn a living.

Tourism is labour-intensive and provides employment for people with a variety of different qualifications.

Persons with disabilities and, in particular, women with disabilities have a wide range of opportunities to earn a living. The potential for employment is not only in the tourism industry in its narrow sense, but also in businesses in associated sectors,

such as arts and crafts. Because of the low market entry barriers for new companies, it also represents a good starting point for persons with disabilities who are interested in setting up their own businesses. The participation of persons with disabilities in economic life is of great value to society. In particular, it raises living standards and breaks the cycle of disability and poverty that persons with disabilities often fall into.

3. Tourism allows for participation by providing accessible services.

Making tourism accessible gives persons with disabilities the opportunity to travel.

This leads to new encounters between persons with and without disabilities, which helps to break down prejudices and reservations. At the same time, it opens up an interesting and growing market and brings economic benefits for the industry. One positive side effect is that the removal of barriers in the public sphere also improves the opportunities for local people to take part in social life.

Now is a good time to increase inclusion.

The potential of the tourism industry for promoting inclusion in EDCs, as outlined here, is reinforced by a number of developments in the economy and society:

- **Growing awareness of social issues:** The awareness of sustainability in tourism has grown significantly in recent years because of the general change in society's values. For this reason, environmentally and socially responsible tourism has become more important. The provision of special services in this area, such as the development of inclusive tourism, will be rewarded by increased demand.
- **Increasing importance of corporate social responsibility (CSR):** In some cases, a change in approach is also taking place in the world of business. More and more companies are accepting their corporate social responsibility against the background of global developments such as the climate crisis or demographic change and the resulting new requirements on the part of their customers. A consistent approach in this area will also lead to the necessary attention being paid to the subject of inclusion.

- **Digitalisation:** Advancing digitalisation offers new and significant opportunities for promoting inclusion through tourism. Digital tools make it easier to break down barriers for persons with disabilities in the tourism industry, for example by creating accessible websites or providing multisensory information on mobile devices. This also encourages the introduction of new digital business models and thus provides opportunities for persons with disabilities who are interested in starting up their own companies.

Box 5: Tourism in the pandemic – the opportunity for an inclusive restart.

As well as being one of the world's biggest economic sectors, tourism is also a major growth industry globally. Until recently its contribution to global gross domestic product (GDP) was over 10 per cent and one in every 10 jobs was directly or indirectly dependent on tourism. In 2020, the coronavirus pandemic put a stop to the dynamic growth of recent decades and plunged many tourist destinations into a severe crisis. The UN World Tourism Organization (UNWTO), together with its partners the ONCE Foundation and the European Network for Accessible Tourism (ENAT), is calling for the tourism industry to use the opportunity of the restart to become more inclusive.

'It is essential that we use this period of transformation to raise awareness among everyone involved of the need to include persons with disabilities and their families in tourism. We must not leave anyone behind. These customers can help businesses to survive during this difficult time, because they provide opportunities for everyone.'

Alberto Durán,
Vice President of the ONCE Foundation.

To support an 'inclusive restart', the partners have drawn up recommendations for how actors along the entire tourism value chain can create new and accessible offerings, products and information from the outset to open up a promising market.

For more information: UNWTO 2020



The inclusive tourism destination

2



Development cooperation activities always relate to a specific geographical area. The boundaries of this area are defined for each specific commission. The area can cover an entire country, part of a country or a cross-border region. To promote inclusion in a sustainable and effective way, these defined areas must be sufficiently large and must provide the potential for developing the necessary normative principles, organisational structures and operational processes.

For this reason, the term 'tourist destination' is understood to refer to a geographical unit with an appropriate size and structure where an intervention is carried out and the desired result is intended to be achieved.

In many cases, this appropriate geographical unit will be a country or a large productive region.

Within a destination, many service providers are involved in supplying tourism products. A consistent and fully inclusive tourism service can only be created as result of the interaction of many different activities and offerings. Although every small step towards an inclusive tourism industry counts, it is also hugely important to ensure that the individual measures, activities and offerings are interlinked with one another in a purposeful manner. This can be achieved most effectively at a destination level.

This chapter gives an overview of the main elements that are typically ideal of an inclusive tourism destination. This is followed by a more detailed investigation of each individual element. The focus is on three specific areas of inclusive tourism in particular: employment, entrepreneurship and travel experiences.

An inclusive tourist destination provides a holistic experience for persons with all kinds of abilities.



Elements of an inclusive tourism destination

What characterises an inclusive tourism destination?

Table 1 gives an overview of the main elements and characteristics of an inclusive tourism destination and an overall perspective of the industry. While most publications focus on the development of accessible travel experiences, this manual also takes into consideration employment and entrepreneurship. This is because these are key factors for development cooperation, particularly if promoting inclusion in tourism is to contribute to combating poverty and social inequality.

Table 1: An overview of the elements of an inclusive tourism destination

Elements	of an inclusive tourism destination...
Awareness	Decision-makers and service providers in the tourism industry are aware of the importance and the potential of inclusive tourism development.
Inclusion	The inclusion of persons with disabilities is an accepted objective of the development of tourism which is supported by everyone involved.
Participation	Persons with disabilities are involved in decision-making processes, in particular in areas where their interests and the subject of inclusion in general play a role.
Target groups	The target group consists in equal measure of guests and local people with disabilities, with the latter primarily being employees and founders of tourism businesses.
Visibility	The social, cultural and political visibility of persons with disabilities arises as a result of encounters between local people and visitors with and without disabilities.
Inclusive employment	Companies and organisations in the tourism value chain are encouraged and supported to employ persons with disabilities and provide fair working conditions.
Inclusive entrepreneurship	Persons with disabilities are encouraged and supported to establish tourism businesses or take on self-employed work in the tourism industry.
Accessible travel experiences	Companies and organisations in the tourism value chain are encouraged and supported to offer inclusive travel experiences.

Inclusion and participation as guiding principles

Inclusion and tourism

In an inclusive tourism destination, the inclusion of persons with disabilities is an accepted objective of the development of tourism which is supported by everyone involved.

For tourism destinations, this means that inclusion must be firmly embedded in the destination's system and must be a mandatory feature. The overall goals of the development of inclusive tourism are:

- The participation of guests with disabilities in the tourism offerings at the destination,
- the participation of local persons with disabilities in tourism as employees,
- the participation of local persons with disabilities in tourism on a self-employed basis.

The destinations are responsible for helping to achieve these objectives by taking appropriate measures and implementing existing law on the basis of the UNCRPD. Tourism organisations and other relevant institutions can act as important role models in this respect by employing persons with disabilities and promoting inclusion.

Participation and tourism

Persons with disabilities are included in the decision-making processes in an inclusive tourism destination

The principle of the UNCRPD – ‘Nothing about us without us!’ – must be applied particularly to tourism. There is barely any other industry where participation is so important, in particular when the interests of disadvantaged population groups need to be represented in a purposeful manner. This is because a consistent overall tourism offering can only be created when many different decision-makers and service providers work together and pull in the same direction. If the offering is to be accessible and the process of creating it is to be inclusive, it is very important to include persons with disabilities in the planning processes. Participation makes them more visible and helps to break down prejudices among people who have the task of putting inclusion into practice in their companies and areas. And importantly, persons with disabilities, as experts in their own field, are best suited to assessing what is important in the development of inclusive tourism and what needs to be taken into consideration.

Further information: The role of Organisations of Persons with Disabilities

Organisations of Persons with Disabilities (OPD) are important development cooperation partners on the path towards greater inclusion, both in tourism and all other industries and areas. They exist all over the world, are supported primarily by persons with disabilities and are involved with a wide variety of different activities to promote the rights of such persons. OPD are organised into national umbrella associations in many partner countries. These are often a good first port of call for development cooperation projects.

They are a valuable resource for these projects in two respects:

- On the one hand, they represent the perspective of persons with disabilities and can contribute important experience which is essential for ensuring that the project can meet the relevant needs.
- On the other hand, OPD are strengthened and encouraged to form networks by development cooperation projects, which can allow them to function more effectively after an intervention has ended.

OPD can perform a number of different functions in development cooperation projects:

- **Advice:** As advisors they share their experiences and knowledge throughout all phases of the project, for example as participants in workshops and members of committees and as part of commissioned projects.
- **Advocacy:** As representatives of persons with disabilities they ensure that their interests are given adequate consideration during all phases of the project.
- **Auditing:** As experts in their own field, they evaluate the accessibility of facilities and provide qualified feedback on the basis of their 'insider's perspective.
- **Networking:** They can use their network to create connections, for example with persons with disabilities who are the target group for interventions.

Box 6: Links for searching for the right OPD

Disabled Peoples' International (umbrella organisation for OPD worldwide)
www.dpi.org

Independent Living Institute (list of OPD by country)
www.independentliving.org/links/links-organisations-disabilities.html

European Disability Forum (umbrella organisation for OPD in Europe)
www.edf-feph.org

International Disability Alliance (advocate for ULOs at the United Nations)
www.internationaldisabilityalliance.org

Target groups of an inclusive tourism destination

In an inclusive tourism destination, the target group consists in equal proportions of guests and local people with disabilities, with the latter primarily being employees and founders of tourism businesses.

This results in a number of different synergies. The promotion of inclusive employment in the tourism industry is also an investment in the quality of tourism offerings. This is because persons with disabilities can make a valuable contribution to creating a high-quality range of tourism offerings as they find it easier to put themselves in the position of people in the target groups who themselves live with a disability, for instance. In addition, the local population benefits from accessible tourism offerings in the public sphere, such as accessible places of interest.

Group 1: Persons with reduced mobility

This group includes persons whose mobility is permanently or temporarily reduced. These can be people who rely on equipment such as wheelchairs or walking aids and people who have difficulty moving around because of their age or an illness. Their reduced mobility means that they rely on an accessible physical environment.

It is therefore useful to take an integrated approach to the subject of inclusion through tourism and to focus on the different target groups. It is also of key importance to take into consideration the differences within these groups:

Not all disabilities are the same

People with disabilities form a diverse group. Categorising the group helps to break down barriers in a targeted fashion and to ensure that living spaces are designed to meet people's needs. It is useful to differentiate between the following target groups, especially with regard to the requirements of inclusive tourism:

The basic requirements for an accessible offering include:

- paths and entrances without steps
- no thresholds or steps
- doorways that are sufficiently wide
- stairs with easy-grip hand rails
- plenty of places to sit
- enough room to move and manoeuvre indoors
- enough space and storage areas for walking frames, for example
- accessible sanitation facilities

Group 2: Blind and visually impaired people

It is difficult for blind and visually impaired people to find their way around on their own in unfamiliar environments and they may need specialist support. However, the needs of blind people are very different from those of visually impaired people. As a result, different measures also need to be taken.

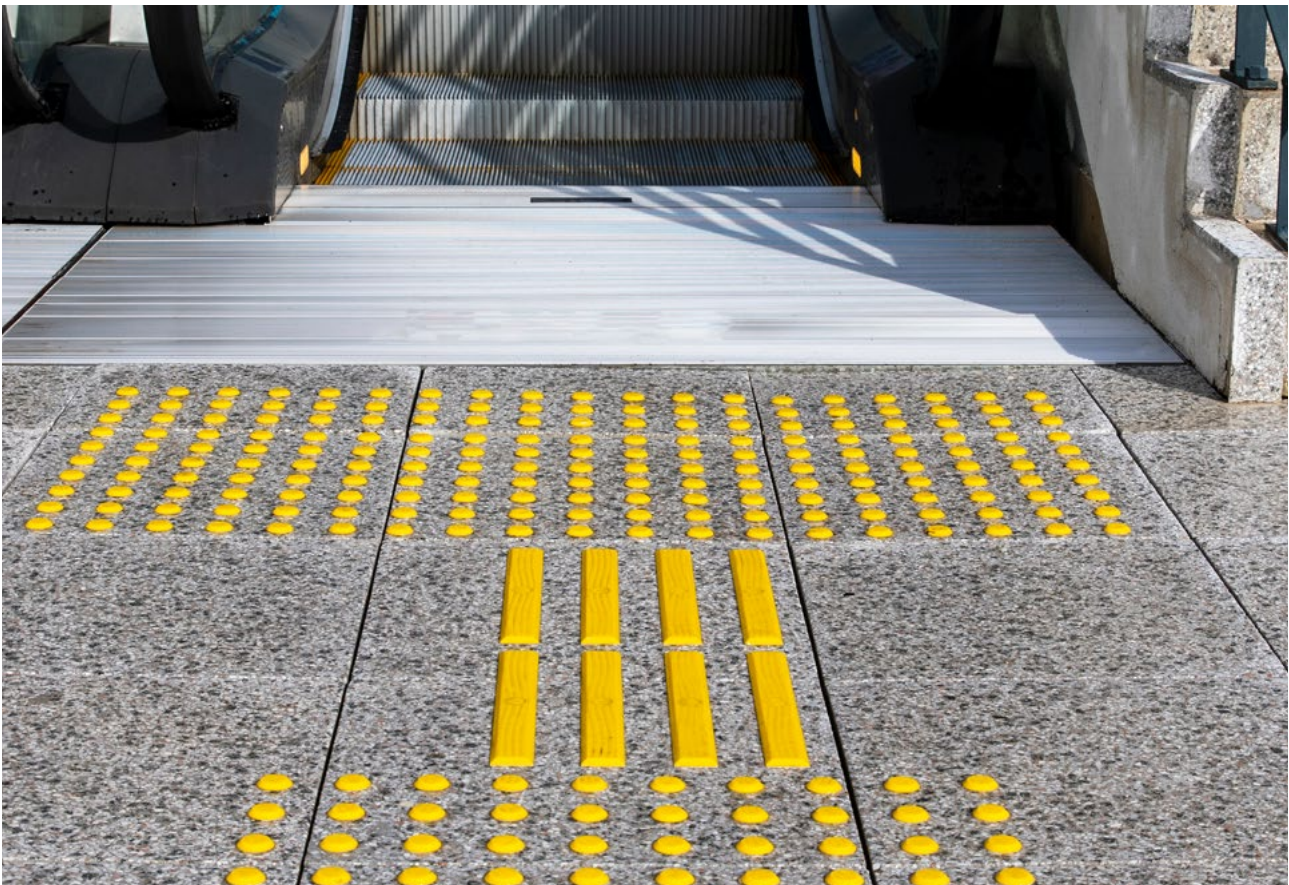
The basic requirements for an accessible offering for visually impaired people include:

- text in a suitable font size
- pictograms, switches, handles, orientation aids, etc. in clearly contrasting colours
- good light conditions and room lighting
- illuminated strips or contrasting strips on stairs and glass doors

The basic requirements for an accessible offering for blind people include:

- audible information
- the option of taking guide dogs
- information in Braille or raised tactile lettering
- tactile flooring and paving
- accessible websites

Tactile paving is a system of textured ground surface indicators found in public places to assist persons with vision impairments and blind persons.



Group 3: Deaf and hearing impaired people

People with hearing impairments find it difficult to hear audible signals or may not hear them at all. This is why they need primarily visual forms of communication. Many deaf people use sign language or can understand some of what is being said by lip reading.

The basic requirements for an accessible offering include:

- adding visual information to audible information, for example subtitles in videos
- providing written information
- maintaining eye contact and speaking clearly
- using sign language interpreters if necessary

Group 4: People with cognitive impairments

This group includes people with learning difficulties, attention deficit disorders, developmental disorders and neurological conditions. One challenge is the variety of different needs for each type of disability. People with cognitive impairments generally have difficulty perceiving and processing information. They may also have attention deficits, memory problems or limited problem-solving abilities.

The basic requirements for an accessible offering include:

- the concept of simple language (verbal communication in short, simple, grammatically correct sentences)
- writing text in short, simple, grammatically correct sentences
- providing information in simple language
- using images such as photos or symbols

Important: In addition to these target groups, there are many other groups of people who can benefit from the measures outlined here. For example, an accessible physical environment is helpful for someone who is carrying a large suitcase or pushing a buggy and for people who are less mobile because of their age. Children and foreign guests will also benefit from simple language and communication using images. Investments in accessibility can therefore pay off in a number of different ways.

Focus 1: Inclusive employment

In an inclusive tourism destination, companies and organisations in the tourism value chain are encouraged and supported to employ persons with disabilities and provide fair working conditions.

Areas of employment for persons with disabilities

Tourism offers a huge variety of employment opportunities along the entire tourism value chain. In addition, there are potential jobs in associated industries that have close links with tourism companies. Depending on their individual abilities and needs, persons with disabilities can in theory work in any area where the barriers that restrict them are removed. Naturally, this also applies to more demanding roles in company management.

Depending on the type of company, there are various possibilities available to employ persons with disabilities. The opportunities and requirements for employers are closely related to the person's form of disability. The following section describes the main areas of employment in tourism for persons with disabilities.

Advice: The Swiss platform www.tourismus-mitenand.ch has ideas and suggestions for tourism companies that want to become more inclusive. The site uses practical examples to raise awareness of what is involved when people with and without disabilities work together.

→ **Office work**

Persons with disabilities can often perform to their full potential in areas such as administration, organisation, marketing and management, if the relevant barriers are removed. Jobs of this kind are available in all types of tourism companies. Making sure that an office is accessible usually involves very little effort or expense and the obstacles to participation are relatively small.

→ **Catering and housekeeping**

In larger hotels, catering and housekeeping involve a wide range of jobs that are suitable for persons with disabilities, such as preparing meals, providing room service and cleaning. Persons with disabilities are often happy to take on supposedly less-demanding tasks of this kind and can do the work carefully and reliably if they are given individual guidance. This is an interesting area of employment particularly for people who prefer to stay in the background and not interact with customers.

→ **Customer service and advice**

Persons with disabilities can, of course, also take on jobs where customer contact is required. A broad range of roles of this kind is available in the tourism industry. The jobs range from serving customers in a restaurant and checking in guests at a hotel reception to advising visitors in a tourist information centre, and also include working in retail stores. The basic requirements are that the employees can communicate with customers and have a feel for normal social interaction. A certain amount of resilience is also needed if highly stressful situations occur. Employees with disabilities are a particularly valuable asset to companies that provide services for guests with disabilities since they are best placed to put themselves in the position of the guests and understand their needs.

→ **Arts and crafts**

Persons with disabilities can also be employed making craft products for the tourism industry. The production of craft items is an ideal way of also involving persons with severe disabilities. The tasks can generally be learned quickly and are often repetitive and easy to plan. The employees can work at their own pace, depending on their abilities, and are not confronted with highly stressful situations. In addition, the work produces tangible results with which the people who perform it can identify.

Box 7: Employment opportunities for persons with disabilities

There are good reasons for offering people with disabilities jobs, particularly in the tourism sector.

- **Performance:** Because they are constantly confronted with challenges in their everyday lives, persons with disabilities have special skills. These include problem solving, anticipatory action, stamina and adaptability.
- **Tolerance:** Employing persons with disabilities helps to break down prejudices and create a tolerant working environment within the company. These are things that all employees benefit from.
- **Synergies:** In a service industry such as tourism, investing in an accessible working environment also opens up the possibility of accommodating visitors with disabilities.
- **Productivity:** Companies that employ persons with disabilities become more productive. Here in particular, the strong loyalty shown by people with disabilities results in a much lower staff turnover.
- **Competence:** Persons with disabilities are an important target group for the tourism industry. The knowledge and experience of employees with disabilities are valuable resources for the development and implementation of products and services that meet the needs of persons with disabilities.
- **Reputation:** Nowadays, people are increasingly aware of the importance of doing business in an environmentally and socially responsible way. By consistently putting these values into practice, companies will be able to position themselves better in the market.

A few stair steps can be a barrier in public places.

Therefore, ramps should be installed to enable a barrier-free entrance for persons with mobility impairments.



Good Practice 1

The hotel sector



Lemon Tree Hotels (LTH), India

This Indian hotel chain owns and operates 81 hotels in 49 locations and employs more than 8,000 people. LTH has been committed to the inclusion of persons with disabilities as employees since 2007, for economic reasons as well as for reasons of corporate social responsibility. LTH is one of the pioneers in this field and has acquired extensive and valuable experience. This experience is what encourages the company to employ persons with disabilities.

Initially, LTH focused on hiring people with hearing and speech impairments to work mainly in catering and housekeeping where they had no customer contact. Gradually, the company began recruiting people with other forms of disability and established the conditions for putting employees in direct contact with customers – to great success. Currently, 16 per cent of the company's employees are people who are considered to be disadvantaged because of a disability or for other reasons. They are paid the same wages as their other colleagues. The most important factors in the success of this scheme have been, and continue to be, (1) a clear commitment to inclusion and making it a permanent part of the corporate culture, (2) the systematic removal of barriers within the company and (3) targeted support for employees with impairments, for example in the form of intensive training. The initiative sets an example for the industry and has received a number of awards, including the World Responsible Tourism Award at the World Travel Market 2016 in London.

For more information:
www.lemontreehotels.com

Focus 2: Inclusive entrepreneurship

In an inclusive tourism destination, persons with disabilities are encouraged and supported to establish tourism businesses or take on self-employed work in the tourism industry.

Options for persons with disabilities

Tourism and its associated industries also offer a broad range of opportunities for persons with disabilities who want to start up their own companies. Traditionally, there have been large numbers of self-employed workers in the tourism industry in EDCs, including traders, tour guides, masseurs, mobility service providers, tailors and owners of workshops, street food stands, restaurants and guest houses. In associated industries, self-employed people are often involved in the production of food or craft products. As a result of the latest trends and developments, including demographic change and increasing digitalisation, tourism also offers entrepreneurs with disabilities the opportunities they need to develop new ideas and innovations.

Box 8: Self-employment opportunities for persons with disabilities

Persons with disabilities may want to take up self-employed work for the following reasons.

- **Alternative:** For many persons with disabilities, self-employment is a good alternative if the barriers to entering the traditional job market are insurmountable.
- **Potential:** Anyone who succeeds in developing a market-ready offering has the chance of business success in a growth industry.
- **Independence:** Self-employed people are not dependent on an employer's commitment to inclusion.
- **Flexibility:** Self-employment gives people the opportunity to determine their own working conditions and ensure that they are accessible.
- **Identification:** People who can put their own ideas into practice will identify with their work and have greater job satisfaction.

Source: OECD 2014, p. 6

Good Practice 2 Entrepreneurship



Setting up the company Disabled Accessible Travel

In 2004, Alan Broadbent founded the company Disabled Accessible Travel to offer persons with disabilities wheelchair-accessible transfers and wheelchair excursions in the Barcelona area. A few years earlier, he had been diagnosed with multiple sclerosis and had begun to experience the barriers confronting travellers with reduced mobility. This view from the inside obviously helped him to develop travel services that meet the needs of persons with disabilities. The company gradually added new destinations and services to its portfolio and developed business relationships with other companies requiring accessible travel services for their customers, such as cruise lines. Alan Broadbent no longer manages the company, which now claims to be the leading provider of accessible travel services in Europe.

For more information: OECD 2014, p. 7 and www.disabledaccessibletravel.com

Focus 3: Accessible travel experiences

In an inclusive tourism destination, companies and organisations in the tourism value chain are encouraged and supported to provide accessible travel experiences for persons with disabilities.

Accessible travel experiences

In previous discussions about this subject, the term ‘accessible tourism’ has been widely used. However, this term does not make a clear distinction between the accessible tourism offering and the areas of employment and entrepreneurship. For this reason, the term ‘accessible travel experiences’ is used in this manual instead of ‘accessible tourism’.

On the basis of the UNWTO definition (2016, module 1 p. 6), the following definition applies in this manual:

The term ‘accessible travel experiences’ describes the aim of making tourism infrastructures, mobility offerings, services and information equally accessible to everyone and of providing everyone with a complete accessible tourism offering.

This definition takes one important factor into consideration. Everyone benefits from accessible travel experiences, not only travellers with disabilities, but also older people and the local population, for example, who can take advantage of tourism offerings in the public sphere.

The definition also makes it clear that accessible travel experiences are an ‘aim’ or an objective and that to achieve this requires a continuous implementation process. Three simple but effective basic rules will help in achieving this objective (see Box 9).

Box 9: Three basic rules with a major impact

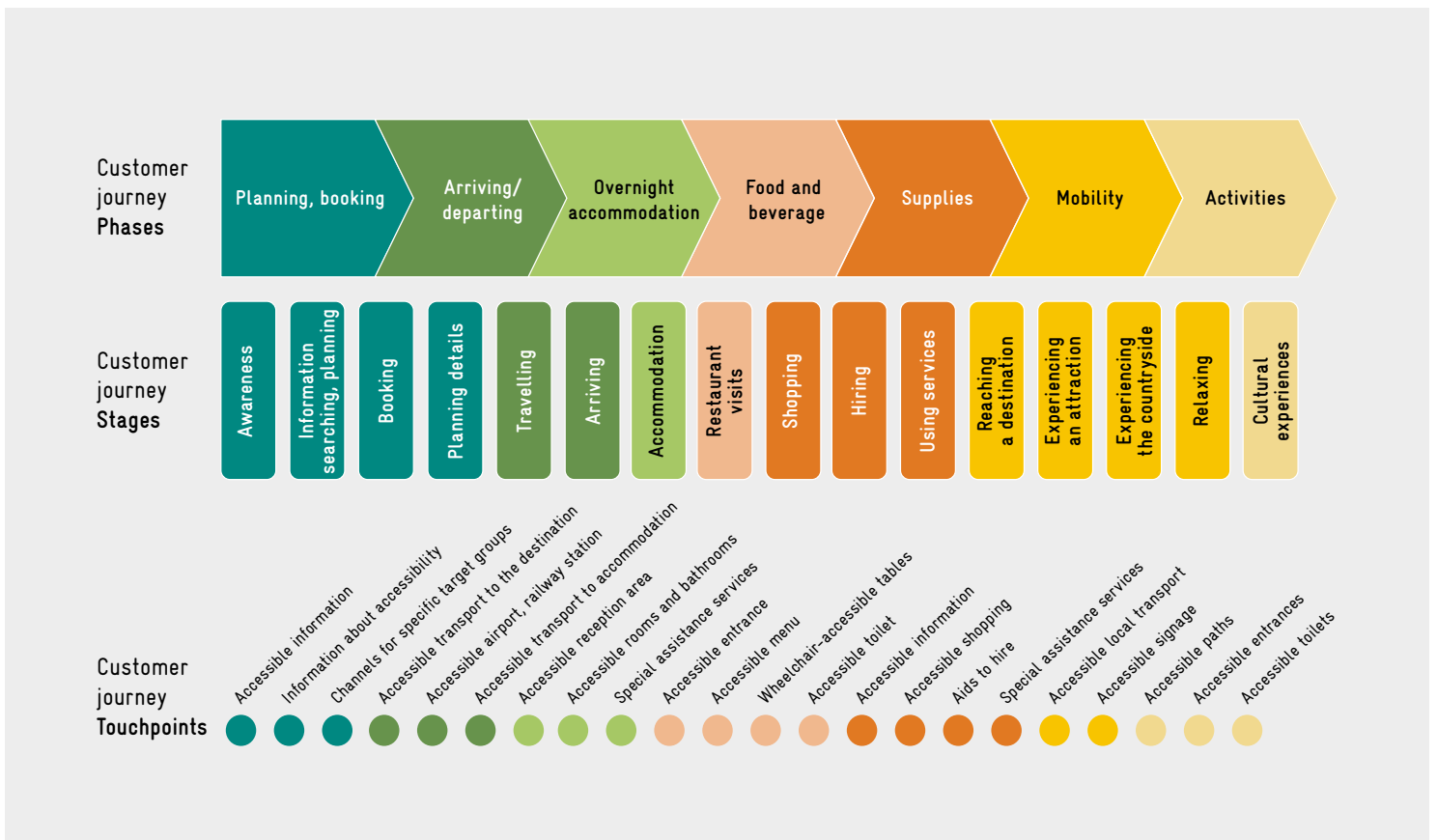
- **Wheels-feet rule:** Can the offerings be used by guests with wheelchairs, walking frames or buggies, as well as by visitors on foot?
- **Two senses principle:** Can the information be perceived using at least two senses (sight, hearing, touch)?
- **KISS rule:** ‘Keep it short and simple’: Information should be simple and easily understood. Pictures and icons also help in this regard.

Further information: The customer journey and accessibility

The customer journey describes the process of providing tourism services from a customer perspective. It can be divided into different phases and steps where guests come into contact with the destination’s services, such as the website when looking for information or the reception desk when checking into a hotel. These points of contact are described as touchpoints. During the planning phase of a journey, they include the destination’s website or the booking platform and, during the implementation phase, they could be the range of accommodation, the transfer service or a guided tour, among many other things.

Persons with disabilities rely on the tourism offering being accessible to them throughout the entire customer journey. The aim should therefore be to make as many of the touchpoints as possible accessible. Figure 3 shows a classic customer journey that many tourists experience and highlights the points where attention needs to be paid to accessibility.

Figure 3: Accessibility throughout the customer journey



Key areas of accessible travel experiences

Accessible travel experiences consist of four key areas that require an accessible design: infrastructure, mobility solutions, services and information.

Accessible infrastructures

The removal of physical barriers in tourist facilities, such as accommodation and restaurants, tourist information centres and cultural sites, as well as in the natural landscape, is an important basis for accessible tourism. If only one element of a tourism offering is not accessible, this can result in persons with disabilities not being able to use the entire offering. For example, if there is no accessible toilet near a tourist attraction, this is a

key factor in deciding not to visit the destination. Minor measures are often all that is required to make these locations accessible, such as installing a ramp or marking out parking spaces for persons with disabilities. It is particularly important to include accessibility in the planning process for all new building projects on the basis of a 'design for all' approach. If accessible solutions are incorporated from the outset, they can often be implemented at little or no extra cost.

Good Practice 3 Accessible infrastructure

Accessible World Heritage Site, India

Following the ratification of the UNCRPD by the Indian Government, the decision was taken to make the Qutb Minar World Heritage Site in New Delhi accessible. The pilot project was managed by the national archaeology authority, with a civil society organisation playing an advisory role. In accordance with the principle 'Nothing about us without us', the involvement of users was an important feature of the project. One particular challenge was to find a balance between the need for accessibility on the one hand and the protection of a World Heritage Site on the other. The result was a carefully orchestrated improvement of accessibility for persons with reduced mobility and with visual, hearing and speech impairments.

The measures have made a historically and culturally important site accessible to many people for the first time and have significantly increased visitor numbers. Inspired by this success, other World Heritage Sites have been developed on an individual basis to make them accessible, which opens up a wide-ranging and very attractive offering in India for persons with disabilities who have an interest in culture.

For more information: UNWTO 2016, p. 8 et seq.

Accessible mobility

The challenge of offering a seamlessly accessible customer journey begins when people leave home. For many persons with disabilities, travelling in their own car – which may have been specially adapted – is the simplest and most convenient way of reaching their destination. However, for many people in EDCs, travel means long-distance journeys by air. As soon as persons with disabilities have to make use of external services, for example from airlines or cruise companies, they are faced with uncertainties. This applies in particular to wheelchair users. The often-unanswered question of whether there is a toilet that they can use without problems will determine whether or not they travel.

The simplest form of accessible transport within a destination is the provision of individual services. As the example in Good Practice 4 shows, providing accessible transport services can also be very attractive from a business perspective. In addition, it is important in this area to plan new structures and services that are accessible to everyone from the beginning. A good example of accessible public transport is the MyCiti Bus service in Cape Town, South Africa.

Good Practice 4 Accessible public transport



MyCiti Bus, Cape Town

MyCiti Bus is an integrated rapid transit system with 40 routes that connects more than 600 locations in Cape Town with one another and provides fully accessible transport. All of the buses and more than 40 stations have been made accessible on the basis of a 'design for all' approach. Raised platforms and ramps provide level access to the buses, which have sufficient space to park a wheelchair or buggy safely. All of the aisles are wide enough to be used comfortably by anyone. The transport system gives easy access and unrestricted mobility in Cape Town not only to wheelchair users but also to older people and parents with buggies.

For more information: www.myciti.org.za

Accessible services

The main feature of tourism is the provision of services. These include, for example, advice in a travel agency, accommodation, food and drink, a massage or a guided tour. In terms of the accessible design of tourism services, two factors are crucial. On the one hand, the services offered must be designed for specific target groups, for example

hiring out aids or providing assistance for activities where people need help. On the other hand, it is important that the personal contact between the service providers and the persons with disabilities is open and friendly and that the special needs of the target group are taken into consideration.

Good Practice 5 Accessible services



Japan Accessible Tourism Center
<http://www.japan-accessible.com/>
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Japan Accessible Tourism Center

Accessible tourism services

Japan plays a pioneering role when it comes to removing barriers for persons with disabilities, in particular in tourism (see Good Practice 12). A fundamental component of the tourism offering for persons with disabilities is the Accessible Tourism Center in Osaka. This non-profit organisation aims its services at international travellers with disabilities and is an important point of contact for people who are planning to visit Japan. The centre provides information to the target groups in several languages and in an appropriate format about the accessibility of tourism offerings along the entire value chain and gives details of accessible offerings. International visitors with disabilities can ensure that they are well-prepared for their holidays with the support of the centre, which opens up huge market potential.

For more information:
www.japan-accessible.com

The right information

Persons with disabilities have a particular need for information during all the phases of their journey. On the one hand, they require specific information about whether and to what extent the tourism offering is accessible for them and whether they can make use of it. On the other hand, the information itself must be accessible.

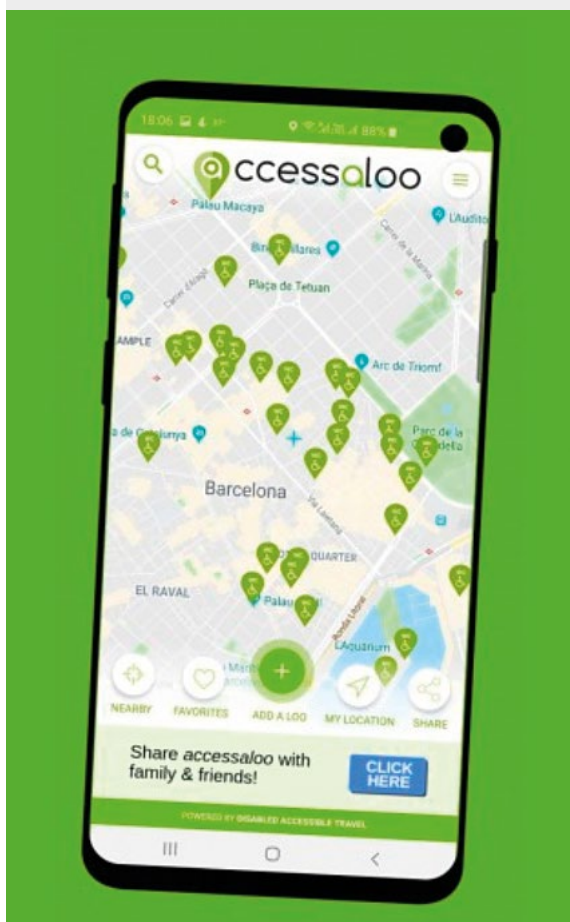
Persons with disabilities require information in particular when they are planning their journey. If they are interested in a destination, they need very specific information about whether it can provide a seamlessly accessible offering.

The key information in this phase concerns the services relating to the journey to the destination and the accommodation. This information will be vital in an individual's decision as to whether or not to actually travel.

The two senses principle applies to the provision of information before, during and after the holiday. It must always be possible to perceive the information using at least two senses (sight, hearing, touch). In addition, it is important to ensure that the information is brief and easy to understand.

Digital media offer a range of new opportunities for providing accessible information. One example is the accessaloo app (see Good Practice 6).

Good Practice 6 The right information



accessaloo – the app that finds accessible toilets

Even if the journey to a destination and a tourist activity are accessible, many persons with disabilities also need to be able to use accessible toilets while travelling. Something that could be regarded as a minor issue becomes a decisive factor when planning activities in the tourism destination. The accessaloo app allows users not only to find accessible toilets, but also to add them to the system and give them a rating. Anyone looking for an accessible toilet can decide with the help of the app whether the toilet meets their individual requirements and will be guided there by the app. In addition, tourism destinations can use the app to list the accessible toilets in their area and to provide this information to users.

For more information: www.accessaloo.com

Box 10: The opportunities of accessible tourism offerings

There are good reasons for investing in accessible tourism.

- **Quality:** Accessibility allows all guests to enjoy a holiday in safety and comfort. It also increases the quality of the tourism offering and therefore the prices that can be charged.
- **Market potential:** Persons with disabilities make up a large and growing market. Recent figures indicate their interest in accessible tourism services. According to UNWTO (2016), tourists with disabilities from the main source regions – the USA, Europe and Australia – spend almost 100 billion euros every year on travel.
- **Companions:** Persons with disabilities generally travel with a companion. Any company or region that can provide an impressive offering will therefore attract more than one new guest at a time.
- **Extending the season:** As the risk of a disability increases with age, travellers with disabilities tend to be able to avoid the peak holiday periods. They can travel outside the high season, which means that greater use can be made of existing capacity.
- **Brand profiling:** Tourist businesses, destinations and regions can use accessible offerings to boost their profile and make themselves more competitive.

There is still a lot to do!

The elements of an inclusive tourism destination described in the previous chapter outline an ideal scenario that remains far from the current reality. An examination of the current situation of persons with disabilities in EDCs and their participation in tourism as employees, self-employed workers or travellers makes it clear that a lot of work is still needed to guarantee them their rights as defined in the UNCRPD.

- According to information provided by the United Nations Department of Economic and Social Affairs (DESA 2019), the unemployment rate among persons with disabilities of working age in EDCs is between 80 and 90 per cent. In most cases they will not have access to a social security system. As a result, persons with disabilities are much more vulnerable to poverty than other population groups.
- Persons with disabilities are much more likely to be self-employed than those without disabilities. However, they generally earn very little money, have no social security and work in the informal sector, in other words, the unofficial part of the labour market.
- Persons with disabilities are rarely given equal consideration as a target group for tourism and there is a lack of a systematic approach to promoting accessible travel experiences along the customer journey.

Routes towards greater inclusion in tourism

3



The task of making tourism inclusive appears to be a complex one. The industry's fragmented structure, the many links with associated sectors and the socio-political context in which it operates open up a variety of opportunities for development cooperation projects to promote greater inclusion.

The aim of this chapter is therefore to identify where development cooperation interventions can make the most impact. First of all, the focus will be on the main barriers to greater inclusion in tourism and, on this basis, the development of solution strategies. It is important to remember that:

Every little step counts!

The size and complexity of the task should not lead to a sense of resignation. Instead, this is all about moving very patiently towards the vision of an inclusive tourism industry.

Trained sign language interpreters as shown in the photo can provide a barrier-free tourism experience for persons with hearing impairments



Barriers to the development of inclusive tourism

The route towards greater inclusion in tourism is strewn with various barriers. While some of these relate to just one area of employment, entrepreneurship and travel experiences, other barriers cover two or all three areas. Table 3 gives an overview of the main barriers and shows where they have an impact.

Table 3: Overview of the main barriers to greater inclusion in tourism

Barriers	Employment	Entrepreneurship	Travel experiences
1. Lack of government commitment	✘	✘	✘
2. Lack of awareness among tourism companies	✘		✘
3. Lack of inclusive education programmes in the tourism industry	✘	✘	
4. High costs for tourism companies	✘		✘
5. Working conditions in the tourism industry	✘		
6. Lack of access to start-up capital		✘	
7. Lack of focus on the informal sector		✘	
8. Complexity of the tourism product			✘

<p>1. Lack of government commitment</p>	<p>The roots of exclusion often lie in a lack of commitment on the part of government institutions to guarantee and protect the rights of persons with disabilities and to promote such rights by taking targeted measures. The cause of this is generally a lack of awareness and knowledge about the opportunities that are offered by promoting the participation of individuals in this group. Providing incentives for specific industries is very difficult, particularly in countries where the subject of inclusion is not yet on the political agenda and where there are no laws or binding regulations and guidelines in place to promote inclusion.</p> <p>› Strategy 1: Raise awareness of inclusion</p>
<p>2. Lack of awareness among tourism companies</p>	<p>The lack of awareness in the tourism industry of the opportunities presented by inclusive employment and accessible tourism also presents a major obstacle. The managers in the industry generally have the fixed idea that the strategies to promote inclusion involve only considerable costs and other drawbacks. Tourism companies as employers often assume that persons with disabilities are less productive and reliable or are likely to be absent from work more often.</p> <p>› Strategy 1: Raise awareness of inclusion</p>
<p>3. Lack of inclusive education programmes in the tourism industry</p>	<p>Tourism education establishments and programmes are often not accessible for persons with disabilities. They involve a variety of different obstacles, including physical barriers for people with reduced mobility, communication barriers for people with visual or hearing impairments and the unaffordable cost of programmes for people living in poverty. Another difficulty is that many persons with disabilities do not have a school education. As a result, they lack the basic skills and eligibility requirements for university or vocational training courses.</p> <p>› Strategy 2: Promote inclusive education</p>
<p>4. High costs for tourism companies</p>	<p>There is a lot to do and consider for companies which want to employ persons with disabilities. This starts with the necessary change in the corporate culture and also includes setting up accessible workplaces and providing aids. Considerable effort is needed to become an inclusive employer. The creation of an accessible tourism offering by a company also involves a significant effort. Achieving this requires not only time and financial resources, but also skills. This puts too great a burden in particular on the small and medium-sized businesses that make up the majority of the tourism industry.</p> <p>› Strategy 3: Support businesses</p>

<p>5. Working conditions in tourism</p>	<p>Tourism offers a wide range of employment opportunities and a great deal of variety for persons with disabilities. However, employment in the tourism industry often involves hard work for less than the normal rate and a flexible approach, including working in the evening and at night. These problems, which are common in the industry, pose a major challenge, particularly for persons with disabilities. Changes made to work plans at short notice, for instance, can lead to stress because transport or assistance has to be organised.</p> <p>› Strategy 3: Support businesses</p>
<p>6. Lack of access to start-up capital</p>	<p>Persons with disabilities often have difficulties financing their business idea. They generally do not have capital of their own, do not meet the creditworthiness requirements of lenders or are not trusted by potential financial backers. Another difficulty in this area is that persons with disabilities who set up companies often need aids or even assistance. This support can be very expensive and can have a negative impact on the economic viability of the business idea.</p> <p>› Strategy 4: Promote start-up projects</p>
<p>7. Lack of focus on the informal sector</p>	<p>The informal sector, which is the unmonitored part of the labour market, is an integral component of the tourism industry in EDCs. Self-employed persons with disabilities generally work in the informal sector and do not have any social security provision. Although the informal sector is very important because of its sheer size and its contribution to the development of tourism products, it gets very little attention or support from the state and its institutions.</p> <p>› Strategy 5: Strengthen the informal sector</p>
<p>8. Complexity of the tourism product</p>	<p>Travellers with disabilities rely on a fully accessible tourism offering. If key parts of the customer journey are not accessible or the various service components are not sufficiently-well coordinated with one another, under some circumstances the journey may not be possible at all or will at least not be easy. This presents a major challenge for tourism companies because of the complexity of the tourism offering. The fact that the overall tourism product is supplied by many independent service providers acts as a barrier in this respect.</p> <p>› Strategy 6: Make the customer journey accessible</p>

Strategy 1: Raise awareness of inclusion

A core task of development cooperation is to raise awareness of the importance of inclusion and of the role that tourism can play in this area. The awareness-raising strategy has a special function when compared with the strategies below because it represents a fundamental and far-reaching task on various levels and in different areas of the industry.

Raising awareness should therefore form part of every development cooperation project with links to the subjects of tourism and inclusion.

Levels

Raising awareness is particularly important at state level and with regard to support organisations and tourism companies:

- The **state and its institutions** must create the legislative and structural conditions and put in place the support policies that are necessary to promote inclusion in tourism.
- **Support institutions**, such as business development bodies and tourism organisations, must provide targeted support for the implementation of inclusion in their sphere of influence by taking appropriate measures, such as pooling and sharing information, providing advice and carrying out activities to develop a network of stakeholders.
- **Tourism companies** must invest in breaking down barriers to allow for participation by employees and travellers with disabilities.

To ensure that the actors at the different levels commit to increasing inclusion in tourism, they need to be convinced that the measures are worthwhile. It is also necessary to overcome stereotypes and prejudices. This last task applies to the entire industry. For this reason, support measures in the form of general programmes for raising awareness are helpful. Conversely, the very interesting potential for greater inclusion that tourism offers can help to raise general awareness of the issue.



Blind women from Rwanda are participating in a training to become a masseuse and to potentially work in the tourism sector.

Important factors and instruments for raising awareness

Raising awareness is a complex and highly subjective process that can only be partially managed. People's internal beliefs, including their values, are often very fixed and hard to influence.

This is why it is important to draw the attention of the actors at the various levels to the subject of inclusion on an ongoing basis, and to do so in a very patient approach and using a whole host of different measures.

However, raising awareness should not be restricted simply to conveying knowledge. It can have a particularly lasting effect if an appeal is made to people on an emotional level. This is only possible if different types of awareness raising work together. The following factors and instruments play a role:

- **Facts and figures:** There are many good reasons why states, institutions and businesses should actively support greater inclusion in the tourism industry. These reasons have already been examined in different parts of this manual. Collecting accurate information to present a fact-based argument is therefore an important building block on the path to increasing inclusion in tourism.
- **Insights and success stories:** Nothing is more inspiring than demonstrating the positive effect of activities and measures aimed at promoting inclusion in tourism. The targeted promotion of success stories of this kind and the evaluation of their impact are therefore useful elements in the awareness-raising process.
- **Mediation and dialogue:** It is important for information, arguments and stories to reach their target group. A variety of different options are available for achieving this, from workshops and brochures through to online platforms. As a general rule, the correct information must be prepared for each target group and the appropriate channels must be used. Encounters and dialogues between persons with and without disabilities are particularly valuable in this respect because they appeal to people on an emotional level and help to break down prejudices and reservations.

Tool: The Game of Life

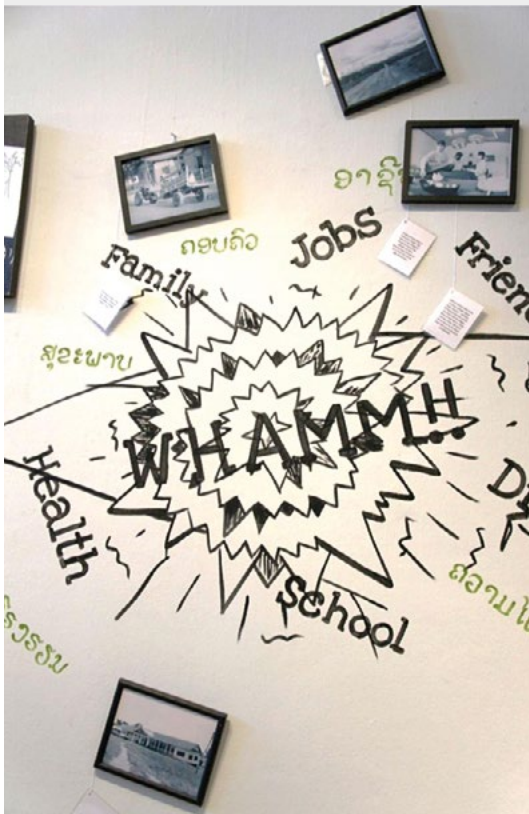
In the 'Game of Life' participants take on different roles in order to find out what it means to be discriminated against because of certain characteristics or impairments.

This is how it works:

- The participants are assigned different roles by picking a card, for example the role of a middle-class woman who is a wheelchair user.
- By asking specific questions and leading the discussion, the moderators encourage the participants to immerse themselves in their roles. It must be possible to answer the questions with 'yes' or 'no': For example, 'Will I be able to earn my own living?' or 'Will I be able to travel in order to get to know other countries?'
- For each question answered with 'yes', the participants are given one point. The person with the most points wins the game.
- The role therefore determines the winner. The game enables the participants to understand what it means to be disadvantaged and discriminated against. An important factor is that the moderators encourage the participants to reflect during and after the game and to identify the links between impairments and discrimination.

For more information about the game: Humboldt University of Berlin 2016, p. 2 et seq.

Good Practice 7
Raising awareness



Visitor centre for landmine victims in Lao PDR

UXO Survivor Information Centre (USIC)

During the Viet Nam War, the area known as the Plain of Jars in the Lao People’s Democratic Republic was the arena for the so-called Secret War between communist revolutionaries and the CIA-funded army of the Hmong minority. Since then the region has been contaminated with unexploded ordnance (UXO) which continue to represent a major danger for local people to this day and has claimed many victims.

The USIC is a modern visitor centre with exhibitions, a video room and a souvenir shop where products made by local people are sold. It highlights the issue of the unexploded ordnance in particular by telling the stories of the victims. Survivors of explosions work in the exhibition and enable visitors to gain a particularly authentic impression of the problem.

The visitor centre was set up by the Quality of Life Association, a civil society organisation, with the support of GIZ. It is a successful example of how to raise awareness of the situation of persons with disabilities in an emotional and authentic way. The Quality of Life Association not only focuses its activities on tourists, but also aims to draw the attention of the government to the problem.

For more information:

<https://www.giz.de/en/worldwide/21665.html>

Strategy 2: Promote inclusive education

According to the World Disability Report (2011), there is a strong link between disability and a low level of education. For this reason, education is an essential means of helping persons with disabilities to participate more fully in society. As a basic principle, making education inclusive is therefore an important starting point for development cooperation. This applies in particular to the tourism education sector because of the special potential of the industry.

Mainstreaming approaches in development cooperation are a simple and effective means of enabling persons with disabilities to participate in education.

Specifically, this means making existing tourism education programmes and establishments inclusive, with a focus on the specific requirements of the employment market. A basic requirement is the availability of funding for the necessary investments.

Steps towards disability mainstreaming in the tourism education sector

Step 1: Find pilot establishments

Pilot establishments should be carefully selected and their willingness to cooperate should be a guiding factor in the choice of facility. The desired effect can only be achieved and the project can only become a showcase if the facility is ready and willing to be inclusive. This is particularly true if the facility has to finance and implement the resulting measures itself.

Step 2: Analyse the status quo

The current situation must be recorded and evaluated in a structured way. All the factors that prevent persons with disabilities from taking part in education need to be taken into consideration. In addition to the physical obstacles, there are generally many more barriers in place, such as a lack of basic education among persons with disabilities and the absence both of accessible learning material and specially trained teaching staff. Existing guidelines and checklists, such as the 'Clipboard Assessment' (see Humboldt University of Berlin 2016, p. 95 et seq.) used by GIZ in vocational education programmes, can be of help in carrying out the analysis. The methods used to evaluate the situation can include interviews with the managers, the teaching staff and the students, plus inspections and measurements. It is also important to involve the target group itself, in other words, persons with disabilities, in the analysis process.

Step 3: Identify the action needed

A structured analysis will make it possible to identify what action needs to be taken. A solution should be developed for each barrier that is found.

It is essential that persons with disabilities are involved at this point too because they will best be able to evaluate which are the effective solutions. The result will be a broad range of possible solutions that need to be prioritised. Key criteria for prioritising them will be effectiveness and feasibility. A helpful question to answer is: What is the minimum that we need to be able to get started? Often it is useful to begin by concentrating on a specific target group, such as wheelchair users, before gradually extending the offering.

Step 4: Implement measures

The measures can be implemented in stages. Generally, the introduction of accessible measures is a continuous process that never comes to an end. It is important to start with the most effective measures so that their results become quickly apparent. Often small improvements, such as installing a ramp, are enough to make a decisive difference to a particular target group. In order not to lose sight of the objective, the status of the implementation and the results of the measures should be regularly evaluated and the learning effects documented. Another key consideration is communicating the success of the measures to the general public in order to reach other establishments and the local community.

Other establishments can be brought on board at the same time or later in the process. Ideally, the pilot project will prove to be highly effective and provide persuasive arguments for other establishments to begin the process of becoming inclusive educational institutions. The process itself can be adapted and refined on the basis of experience.

Targeted education programmes

Education programmes aimed at specific target groups can also provide the impetus for greater inclusion in tourism education. One example of this is the programme entitled 'A Right for an Equal Life', run by 'the Ebtessama Foundation in Egypt (see Good Practice 8).

Good Practice 8

Targeted programmes in the education sector

A Right for an Equal Life run by the Ebtessama Foundation, Egypt

The project was launched in 2010 with financial support from UNICEF with the aim of giving young people with learning difficulties the opportunity to join the labour market.

- The centrepiece of the project was an **education and coaching programme aimed at specific target groups** that focused on developing the personality and social and communication skills of the participants.
- Other key elements included **individual support and careers advice** for the participants together with **practical modules** in cooperation with partners.
- The project was run in **cooperation with 22 educational establishments** that were prepared to incorporate the measures into their programmes.
- The interface with the labour market was planned from the outset. For instance, **partnerships with potential employers from the hotel sector** were set up and joint preparations were made for integrating the participants into the employers' hotels. One of the aims here was to match the vacancies with the skills and abilities of the participants and to find suitable applicants.



As a result, 250 of the 500 participants in the programme were given permanent employment. The project took an integrated approach and was ultimately successful, but also involved a lot of hard work. The major challenges included persuading the potential employers to take part, establishing partnerships and maintaining the network. The experiences from the project were used to develop a solution with the online platform www.majidah.org. This provides effective support for the process of job placement which is critical to the success of the project (see Good Practice 9).

For more information: www.ebtessama.xyz

Strategy 3: Support businesses

The amount of time and money needed to help firms to become inclusive represents a major obstacle to increasing inclusion in the tourism industry. Although a series of large, mostly technology-driven companies is enjoying success in unlocking the potential of inclusion, many businesses, even in developed countries, only invest in accessibility when this is required by law or when public funding for these measures is available. For this reason, tourism companies in EDCs also need support if they wish to employ persons with disabilities or attract them as travellers.

Development cooperation can help by overseeing the setting up of support structures, processes and instruments that will have a long-term impact even after the intervention has ended.

What type of support do companies need?

- **Advice:** What measures are needed to make the company accessible and inclusive for employees and guests? What changes have to be made to the working conditions to give persons with disabilities a suitable working environment? What investments are required? What funding opportunities are available? Where can suitable applicants be found? There are many questions for companies to answer if they want to make their businesses more inclusive. As a result, there is a huge demand for advice which needs to be met with an appropriate response.
- **Job placement:** One particular challenge is matching persons with disabilities with inclusive jobs. Because the needs of persons with disabilities looking for work are very specific, it is important to collect the right information about the job and the applicants in order to bring the right partners together. Specialist online platforms, such as www.majidah.org, can provide effective support for the job placement process. OPD can also play a role in this process by acting as multipliers and establishing links to persons with disabilities (see Good Practice 9).
- **Instruments:** Information and experience is needed to plan and implement inclusion in tourism companies and this can be provided by means of instruments such as checklists, guidelines, expert networks and dialogue platforms. Sharing experiences and mutual support are particularly helpful in generating learning effects for the entire project.
- **Funding:** Funding is often needed to make companies' investments in inclusion economically viable. In addition to government funding instruments, partnerships with foundations can be developed. Aid programmes provided by NGOs and which address the topic of inclusion can also be used.

How will the implementation of the tasks be organised?

The tasks that have been outlined can be institutionalised in existing organisations, such as the destination management organisation (DMO), the general business development body or the job centre, or separate organisations can be set up. As the situation differs in every destination, there is no standardised approach. Instead individual

organisational structures need to be developed. Regardless of which form of organisation is chosen, it is essential that OPD are included in the implementation of the tasks. They can provide advice on the process or manage selected tasks themselves.

Good Practice 9 Inclusive job placement

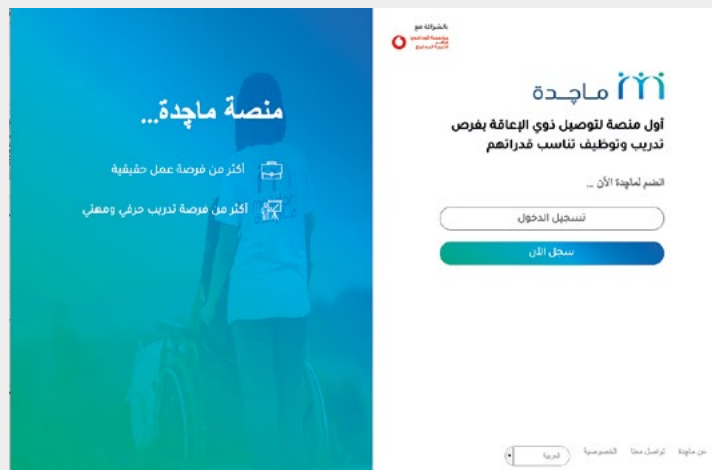
The majidah.org online platform

www.majidah.org is an online platform that connects persons with disabilities who are seeking employment with inclusive vacancies as well as with education programmes and supporting institutions. It was launched in 2019 by the Ebtessama Foundation with the support of Vodafone in Egypt.

The platform is a useful tool that helps companies which want to employ persons with disabilities to find the right employees:

- It collects relevant information for specific target groups in order to create job and applicant profiles, thus allowing for accurate matching. It brings together offers of inclusive jobs, education and support to create a platform that is relevant for persons with disabilities.
- Conversely, the relevance of the platform ensures that it is attractive for companies looking to recruit suitable employees.

For more information: www.majidah.org



Strategy 4: Promote start-up projects

Many persons with disabilities need support to seize the opportunities offered by self-employment in the tourism industry. Mainstreaming approaches which break down the barriers within existing offerings for promoting start-ups are an effective option here.

Because of the special tasks involved, development cooperation projects can, in addition, take individual approaches to encourage persons with disabilities to participate in the setting up of new companies in the tourism industry.

Key elements of individual project approaches

- **Focus on target groups:** Persons with disabilities have special requirements and face specific challenges if they become self-employed. For this reason, they need more support than persons without disabilities and also support of different kinds. In order to meet these individual needs during the planning and implementation of support functions, it is helpful to involve OPD.
- **Industry links:** The tourism industry provides a wide range of opportunities for people who want to start their own businesses. It can be helpful in defining specific market potential and involving cooperation partners from the sector. One promising area of business is products and services aimed at tourists with disabilities. Persons with disabilities will have a competitive advantage in this area because they have a first-hand understanding of the problems such tourists face.
- **Training:** Persons with disabilities who want to start their own businesses need basic skills. Like all other founders of start-ups, they must learn how to analyse markets, draw up a business plan and identify funding opportunities. Suitable inclusive training can be organised in cooperation with existing training providers as part of the process of disability mainstreaming.
- **Funding:** Persons with disabilities also need special support to finance their business ideas. Measures that will give persons with disabilities access to capital, for example in the form of microloans or non-repayable grants, are therefore particularly useful.
- **Networking:** In order for persons with disabilities to ensure that the complex task of setting up their own company is a success, it is important for them to involve a variety of partners. These include in particular the relevant tourism organisations, OPD, business development bodies and, ideally, other funding organisations, such as foundations or major enterprises. Good Practice 9 shows how an effective network for promoting inclusive start-ups can be structured.

Good Practice 10

Promoting inclusive start-ups

Ready to Start, United Kingdom

Ready to Start was a broad-based programme aimed at helping persons with disabilities in the United Kingdom to start their own businesses. The main features of the programme were **training, individual advice and financial support** for persons with disabilities with start-up ideas. The participants later explained that the financial support had been particularly useful.

The project was launched and run by the Leonard Cheshire NGO which supports persons with disabilities throughout the world. The majority of funding was provided by Barclays Bank. Selected OPD were also key partners in the project.

Regional coordinators were appointed to enable the project to be implemented on a large scale. They were responsible for setting up regional support networks and for identifying programme participants. The network structures that were established made it possible to offer a decentralised mentoring programme covering the entire country, together with training courses and advisory services.

The project has had a clear impact. A total of 1,382 persons with disabilities took part and 735 of them subsequently set up a company. Estimates indicate that the project resulted in a saving of 3.5 million euros in state benefit payments.

For more information: OECD 2014, p. 13

Strategy 5: Strengthen the informal sector

As persons with disabilities in EDCs are more often self-employed and primarily work in the informal sector, providing them with support is an effective way of helping more of them to take part in economic life.

The objectives of a development cooperation intervention should be to increase the productivity of the informal sector and provide impetus for fair business relationships, both with end customers and companies in the formal sector.

Informal sector: The informal sector consists of economic activities that are not registered with or monitored by the state and therefore do not have state protection or support. Activities in the informal sector traditionally include making and selling own products and services, carrying out repairs and providing transport. The informal sector also plays an important role in the tourism industry in EDCs and has close links with the formal sector. Workers in the informal sector include traders, tour guides, masseurs, mobility service providers, tailors and owners of workshops, street food stands, restaurants and guesthouses.

How can the informal sector in tourism be transformed into an engine that drives the participation of persons with disabilities in economic life?

There are many opportunities for development cooperation projects that promote the informal sector. The traditional project development phases

form a fundamental framework for this. Here they outlined in the context of the question above.

Step 1: Analyse the situation

In the first step, it is important to record the size and structure of the informal sector in the tourism industry. It is particularly important to identify the stakeholders who could help to introduce improvements.

Key questions

- Which tourism-related services form part of the informal sector?
- What role do they play in the tourism value chain?
- What is the proportion of persons with disabilities and women with disabilities in particular in the informal sector?
- What links are there to the formal sector?
- Who are the relevant stakeholders?
- What specific needs and interests do they have?
- Where are the potential interfaces between the stakeholders?

Step 2: Evaluate the situation

The next step involves evaluating the situation while taking into account the current general conditions. The objective is to identify specific starting points for measures.

Key questions

- Which problems are the informal sector and persons with disabilities in particular struggling with?
- What are the strengths and weaknesses of the sector's products and services?
- What are the opportunities and risks?
- Where is there potential for cooperation between the informal and formal sector?

Step 3: Define objectives

Particularly when different stakeholders form part of a process, it is important to develop shared objectives that provide guidance for everyone involved. When defining the objectives, care must be taken to ensure that they are specific and can be measured and monitored to allow for efficient project controlling.

Key questions

- What needs to be achieved overall?
- Which particular principles should provide guidance for everyone involved?
- What should be achieved with regard to certain areas of operations, such as product quality, cooperation and marketing?

Step 4: Implement solutions

Finally, solutions must be defined that make an effective contribution to the achievement of objectives. This process should begin by collecting a variety of ideas and suggestions which will then be evaluated in the next step from the perspective of effectiveness and feasibility. The implementation is also crucial to the success of the project. This is all about finding institutions and people who will assume responsibility. Funding must be secured too. Ideally, funding for implementing the solutions should be included in the plan from the beginning. Otherwise solutions should be found that are self-financing or affordable.

Key questions

- Where does action need to be taken to achieve the objectives that have been defined?
- What measures will make an effective contribution to achieving the objectives?
- Who is responsible?
- Who should be included?
- How is the measure financed?
- What is the deadline for implementing the measure?
- Who will monitor the implementation?

Important: Stakeholders must be involved.

It is essential to integrate the relevant stakeholders into the entire process in order to achieve a lasting improvement in the situation in the informal sector. On the one hand, this means the participation of persons with disabilities and, on the other, it is about involving everyone who can make a contribution to overcoming existing challenges. These include first and foremost representatives of the formal sector as potential partners and travellers as potential customers. Several useful [tools for involving stakeholders](#) in inclusion projects can be found in the ['Inclusion Grows'](#) guidelines produced by the Humboldt University of Berlin (2016).

Good Practice 11
Strengthening the position of self-employed people in the informal sector

A Gambian approach to inclusive tourism

In 2000, the Gambian Tourism Authority launched a project to promote cooperation between service providers in the formal and informal tourism sectors.

The **background** to the project was aggressive competition between the two sectors which was characterised in particular by the exclusion of the informal sector. This included hotel guests being warned against buying from street traders and led not only to the further marginalisation of the informal sector, but also to the extensive potential for cooperation remaining unexploited.

The **key feature** of the project was to bring together representatives of both groups in workshops. Here, a structured dialogue took place to enable them to gain a better understanding of one another, analyse existing problems, such as the quality of the offering in the informal sector, and investigate possibilities for cooperation.

The most important **result** of the project was a much better understanding between the two sectors and greater awareness of the opportunities for working together. In addition, targeted measures were taken to make the informal sector more professional, such as granting licences, marketing products and services in hotels and defining standards for cooperation.

For more information: Bah 2016

Assistive devices like wheelchairs, crutches, blind canes, or hearing aids can help persons with disabilities to overcome barriers.



Strategy 6: Make the customer journey accessible

Travellers with disabilities need a fully accessible tourism offering. This means not simply ensuring that the individual parts of the offering are accessible, but also coordinating the individual services throughout the customer journey with one another, which requires the cooperation of several service providers. This section outlines the steps needed to create an accessible customer journey in the tourism industry. It is important to put basic conditions and structures in place in advance which can then be built on.

What role does development cooperation play in this respect?

Laying the foundations for accessible travel experiences and systematically designing an accessible customer journey are complex tasks which require effective management. These tasks are ideally carried out by an effective tourism organisation that is responsible for developing and marketing tourism in the respective region. However, the structures required are often only available in basic form in EDCs. The development cooperation project cannot close this gap, but together with local partner structures it can support existing organisations such as tourism bodies, chambers of commerce or business development agencies throughout the entire process or in specific phases.

Persons with disabilities from Togo, during an event to raise the awareness of barriers they face in public. With regard to the tourism sector, people with disabilities should always be actively involved in order to make barrier-free travel possible.



Removing basic barriers

Because of the complex structure of the tourism offering, it is helpful to focus initially on the elements of the offering that have a fundamental and cross-sectoral importance. Public bodies in particular, such as ministries or tourism organisations, should plan and implement the appropriate measures, ideally in cooperation with OPD and their umbrella associations.

Table 4: Fundamental requirements and measures for accessible travel experiences

Requirements	Fundamental measures
Positive attitude among service providers when dealing with travellers with disabilities	Measures to raise awareness
Accessible transport	Designing accessible transport hubs, such as airports and railway stations, and gradually developing accessible transport options
Accessible accommodation sector	Developing national standards for accessibility and creating incentives to fulfil these standards
Accessible tourism highlights	Gradually making tourism hotspots – such as cultural highlights or natural attractions – accessible
Accessible information about relevant parts of the tourism offering	Bringing together relevant information about accessibility in the tourism destination and making the information accessible

Note: Many countries have [legal regulations](#) and standards governing the construction of accessible infrastructures and the removal of barriers in the built environment. Another option is the international standard for accessibility in the built environment [ISO 21542:2011](#). The [guidelines entitled 'Conduct an accessibility audit in low- and middle-income countries'](#) produced by the organisation Handicap International are also helpful.

Steps towards an accessible customer journey

Step 1: Define the customer journey

Every traveller has an individual customer journey. This means that in any destination, there is a large number of potential processes that need to be made accessible. In order to make targeted use of the available resources, it makes sense to concentrate on selected customer journeys, for example a cultural holiday taken by wheelchair users who travel by air. During the selection of the customer journeys, both the market potential and the ease of implementation should play a role.

Step 2: Create networks of service providers

Many different service providers need to work together to make the defined customer journey accessible. The creation of service provider networks is designed to support cooperation between them and help to ensure that everyone involved benefits from it. Initially it is important to involve selected key partners in the creation of the networks. These could be major hotels or tourist attractions that form the centrepiece of the customer journey. OPD should be included in all cases so that their expertise can be used in designing the customer journey. A kick-off meeting is recommended during the next step to persuade other actors to join the network.

Step 3: Analyse the customer journey

The objective of the analysis is to identify starting points for creating an accessible customer journey. Therefore, the central question is: What barriers are there in the existing offering? The analysis should take the form of a dialogue among the members of the network and it should include people in the target group, in other words, persons with disabilities. Existing guidelines and checklists can help with this process, for example the Manual on Accessible Tourism for All published by the UNTWO in 2016.

Step 4: Remove barriers in a targeted manner

The analysis will identify the actions needed to make the customer journey accessible. Measures may be required to improve existing offerings or to develop completely new ones. For example, if there is no wheelchair-accessible transfer service from the airport to the hotel, this gap needs to be filled. Help can be provided by the network during the implementation of the measures, in the form of information or sharing experiences for instance. Ideally, there should also be public funding for private investments in accessible tourism offerings. A link with activities to promote (inclusive) start-ups can be helpful because innovative services may be a useful addition to the customer journey. Digital solutions can also be used where needed to fill gaps in the offering, as highlighted by the example of the accessaloo app (see Good Practice 6).

Step 5: Market the products

It will only be possible to generate regional added value and benefits for the members of the network if the sale of accessible products forms part of the process that the network is taking part in. As part of the marketing process, it is important to ensure that an emotional appeal is also made to persons with disabilities and that the focus is not primarily only on aspects of accessibility. In communicating this message, the emphasis should be on the travel experiences offered by a destination. Although information about accessibility plays an important role in the decision to travel, it is supplementary to the details of the location. Systems that provide concise information in the form of pictograms can help with communication.

Advice: The guidelines on the accessible design of web content at www.w3.org are an internationally recognised standard. They include information about how web content can be designed so that it can be read by a blind person with a screen reader or navigated by a person with spasticity, for example.

Good Practice 12

Accessible travel experiences

Design for all in Takayama, Japan

As a result of demographic change and Japan's rapidly ageing population, the principle of 'design for all' has played a central role in influencing the development of many different areas of life in Japan for a number of years. Applying this principle to the services in the tourism value chain was therefore a logical move. Today, Japan is one of the leading tourism destinations offering accessible travel experiences for people with varying disabilities, with an offering aimed specifically at the international market. The main port of call for international guests with disabilities is the Japan Accessible Tourism Center in Osaka (see Good Practice 5).

Other features of the accessible offering in Japan include:

- **Transport:** The entire transport system in Japan is based on national standards that have 'design for all' as their central principle. The principle is also comprehensively applied to the tourism hubs, such as Haneda Airport in Tokyo and the main railway stations, where it takes the form of accessible infrastructures, the provision of information and specialist services.
- **Attractions:** The country's main cultural attractions are highly accessible for people with a variety of different disabilities. Here, accessibility is created in particular as a result of measures in the areas of infrastructure and information provision.
- **Cities:** Individual cities, such as Takayama, have begun systematic efforts to make their structures and services accessible. These efforts involve measures to break down prejudices and reservations about persons with disabilities, including travellers.
- **Information system:** The introduction of a visual information system with pictograms for specific standards of accessibility helps to convey complex information in a simple and accessible form.

For more information:
www.japan-accessible.com

Guidelines for the development of inclusive tourism

4



The move towards greater inclusion in tourism has the potential to be successful. The previous chapter highlighted important measures for the development of inclusive tourism which can be taken as part of development cooperation interventions.

Individual interventions, projects and measures can have the greatest impact if they are linked together in a targeted manner.

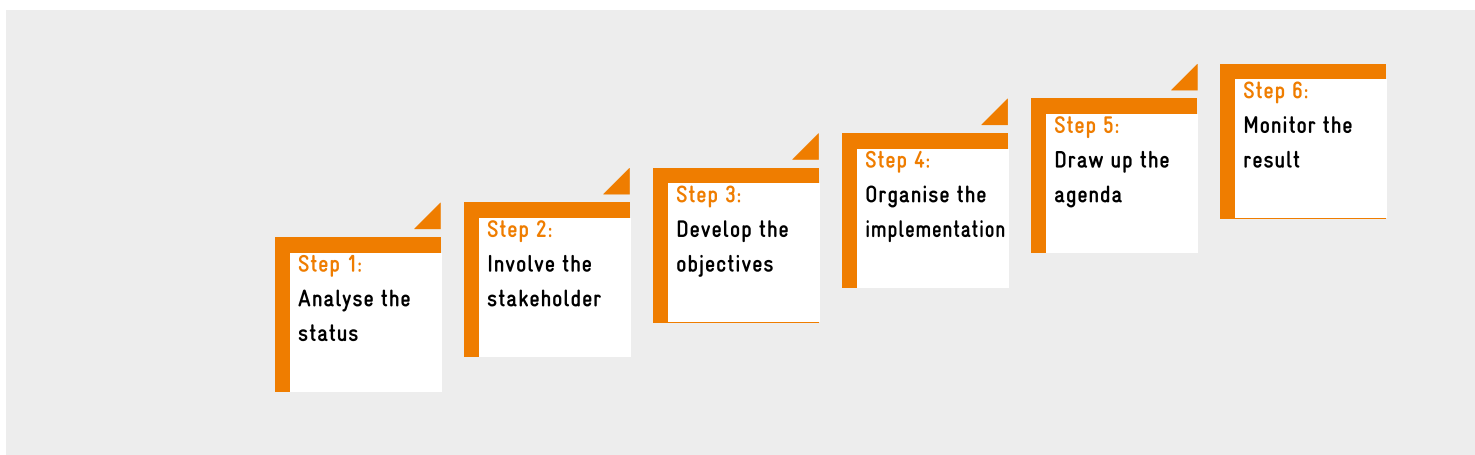
To do this, an effective cooperation system is needed, where many of the decisions and actions of a whole range of actors are aimed at achieving shared objectives.

The establishment of a cooperation system of this kind is the best and most lasting way of developing and promoting inclusion in tourism in the long term. This is because it creates structures that have a permanent impact even after the end of an intervention.

The guidelines below consist of a six-step process that aims to create an effective system of cooperation for greater inclusion in tourism at a national level.

Implementing the process is challenging but feasible.

Figure 4: Steps towards greater inclusion in tourism



The guidelines are aimed at actors who work to shape the issue of inclusion and tourism at national level. The establishment of basic legislative and structural frameworks and support policies, together with a national strategy for greater inclusion in tourism, are key measures for ensuring that lasting progress is made in improving inclusion in selected tourism destinations or individual fields, such as the tourism education sector.

Development cooperation projects can initiate and support this process and, in so doing, lay important foundations for the continuation of the tasks once the intervention has been completed. Depending on the development status of the country, the projects can also concentrate on supporting individual phases.

Step 1: Analyse the status

What stage has the country reached in its efforts to increase inclusion in tourism?

The answer to this question lies at the heart of the status analysis. This phase does not consist of a detailed analysis of all the facets of this complex subject. Instead, it involves an overall assessment of the country's development status in its efforts to increase inclusion in tourism. The key questions listed in Box 11 will help with this assessment. The analysis forms the basis for being able to determine the type and scope of the action needed and for planning on an individual basis the remainder of the process.

Note: Useful information and data on the subject of inclusion around the world can be found in the [UN Flagship Report on Disability and Development](#), the WHO World Report on Disability, the www.disabilitydataportal.com data portal and [UN country statistics](#).

Persons with disabilities from Bangladesh, during a discussion workshop about accessibility in their community. Identifying barriers for the local population also promotes accessibility in the tourism sector.



Box 11: Key questions for the status analysis

The following key questions will help in assessing the progress made by a country in promoting inclusion in tourism. The questions are best answered on the basis of interviews with different stakeholders, primarily representatives of the national tourism authority and OPD. Existing information sources, such as statistics, strategies and project reports, can be used to supplement these interviews.

Part 1: Governance

- Has the UNCRPD been ratified?
- Which laws and guidelines focus specifically on persons with disabilities?
- Are there laws and guidelines that promote inclusion in tourism specifically?
- Are the laws being complied with and implemented?
- Is compliance with and implementation of the laws monitored?

Part 2: Strategic development

- Is specific data on the subject of inclusion and tourism collected?
- Does the national tourism strategy cover the subject of inclusion?
- Is there a separate strategy for promoting inclusion in tourism?
- Are persons with disabilities included in the strategic planning process and have they been included in the past?

Part 3: Activities to date

- What role does inclusion play in the promotion of start-ups in tourism?
- What role does inclusion play in the promotion of employment in tourism?
- What role do persons with disabilities play as a target group for tourism?
- Do activities to promote inclusion in tourism exist at regional or local level?
- What impact have the activities to promote inclusion and tourism had to date?
- What experiences have been gained?
- Which cooperation arrangements and networks are in place to promote inclusion in tourism?
- What role do persons with disabilities and OPD play in this respect?
- Are there successful projects from which lessons can be learned?

Part 4: Obstacles, opportunities and challenges

- What are the main barriers in the different areas of the tourism industry?
- What are the obstacles to increasing inclusion in tourism?
- What are the specific opportunities and challenges for future development?

Step 2: Involve the stakeholders

The move towards greater inclusion in tourism requires targeted coordination between a number of different actors. Against this background, the key features of this phase are to identify the relevant stakeholders and raise their awareness of the opportunities involved in the development of inclusive tourism. On this basis, the actors must be mobilised to work together in a targeted way to include persons with disabilities in the tourism industry.

Identify the stakeholders

In this phase, it is important first of all to involve those actors with a special role in the strategic development of inclusion in tourism and who can make a specific contribution in this respect. This contribution can consist of expertise, project financing or the creation of an interface with the tourism industry. The key factor is that the contributions complement one another and that the cooperation leads to learning effects for everyone involved. A valuable tool in this phase is **stakeholder mapping** (see Box 12).

Potential stakeholders are as follows:

- Organisations that represent the needs of persons with disabilities and support their interests (OPD)
- Ministries, for example departments of tourism, business location development, education, social affairs, etc.
- Potential funding bodies, for example banks, foundations, companies
- National and regional tourism organisations
- Development cooperation organisations already working on this topic
- International non-governmental organisations (INGOs)
- Education and research establishments, for example universities, vocational training centres
- Representatives from the private sector, for example tourism associations, chambers of commerce, associated industries
- Companies that supply products and services for persons with disabilities.

Note: The group of stakeholders can change if necessary as the process continues. In addition, other cooperation arrangements and networks will be set up that are associated with the national cooperation system for greater inclusion in tourism and have their own specific objectives. Examples include a regional network of providers that intend to create an accessible customer journey or a network of tourism colleges that plan to aim their courses at persons with disabilities.

Take individual needs into consideration

It is essential for the establishment of good cooperative relationships to understand the needs of the individual stakeholders and take these into account. The more varied the stakeholders are, the more their interests in the project differ. In order to reflect their interests and gain an understanding of how the stakeholders could work together, it is useful to describe the individual stakeholders in more detail and draw up structured **stakeholder profiles**. Relevant information includes their expectations and skills, their relationships to other stakeholders, their sphere of influence and possible conflicts of interest (see GIZ 2015, p. 136). The better the understanding of each stakeholder's individual perspective, the more effective the response to it can be and the greater the potential for cooperation.

Arouse interest

An effective cooperation system cannot be set up overnight. Mobilising the stakeholders is a challenging task that requires a lot of persuasion and tact. It is advisable to involve selected key partners to start with, such as key funding bodies or a major OPD. If recognised figures or institutions support the planned process, this will make it much easier to recruit other active members to join the cooperation. The recruitment process can take the form of personal interviews, discussions or small workshops.

Kick-off event

Once the interest of potential stakeholders has been generated, a well-prepared event can help to mobilise them. Persuasive contributions from experts and targeted, motivational interactions are the main ingredients for a successful event.

The possible contents of an event of this kind are:

- Presentations on the status of inclusion in tourism
- Presentations on the opportunities and future potential
- Presentations on inspiring examples
- Identifying the expectations, skills and potential roles of the stakeholders
- Interactions concerning the situation analysis and the development of objectives and strategies

The event should be understood as being the start of an ongoing process where the stakeholders work together in a coordinated and targeted way. It is essential to involve persons with disabilities and OPD and it is mandatory for the event and the materials provided to be accessible.

Advice: Useful information and checklists for planning accessible events can be found on the website of the [Bundesfachstelle Barrierefreiheit](#) (German Federal Office for Accessibility).



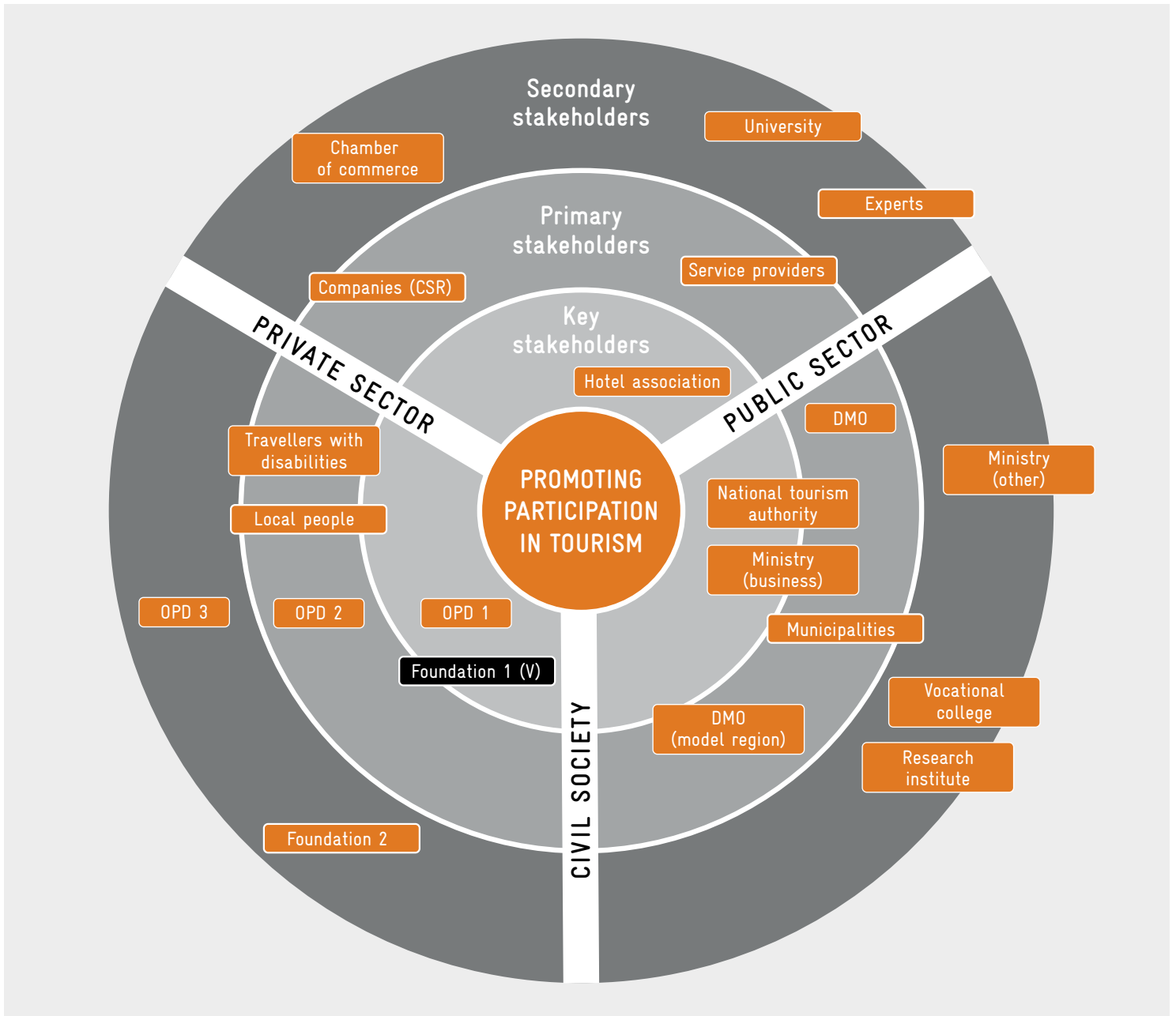
Box 12: Stakeholder mapping

Stakeholder mapping helps to visualise the relevant actors in the context of a particular question and their relationships with one another. It categorises different types of stakeholder and distinguishes between them depending on their importance to the process. Figure 5 shows an example of a stakeholder map relating to the question of how inclusion in tourism can be promoted. A distinction is made here between **public sector**, **civil society** and **private sector** stakeholders, because the respective actors differ significantly from one another in terms of their motivation and interests.

It also makes sense to differentiate between the stakeholders on the basis of their importance to the project:

- **Key stakeholders** can have a significant influence on a project because of their abilities, knowledge and position of power. They are usually involved in making decisions within a project.
- **Primary stakeholders** are directly affected by the project, either because they are the beneficiaries or because they stand to gain or lose power or privilege as a result of the project.
- **Secondary stakeholders** are those whose involvement in the project is only indirect or temporary, for example because they provide occasional services to the project.
- **Veto players** are those actors without whose support and participation the desired results of a project cannot be achieved or who may even be able to veto the project completely. In the example shown here, this could be Foundation 1, because the project is financially dependent on this body.

Figure 5: Stakeholder map: Promoting participation in tourism.



Step 3: Develop the objectives

Shared objectives are an important factor for the success of the work in cooperation systems and networks. They provide guidance and motivation and thus contribute to a coordinated approach. It is essential for the stakeholders to be involved in the process of developing the objectives. This is the only way of defining consensus-based objectives that everyone identifies with.

Four hierarchical levels of objective

The system of objectives has a hierarchical structure. While the vision, the principles and the overall objectives provide fundamental guidance, the action objectives can be used to identify specific starting points for the measures to be taken.

1. The **vision describes** an ideal picture of the future. It provides the players with long-term guidance and motivates them to play an active role in the process. The vision should be challenging but not unrealistic. One example could be: In 2030 we will win the award for inclusive tourism.
2. The **principles describe** the fundamental values of the process. They can be communication principles (such as transparency), cooperation principles (such as fairness), or action principles (such as sustainability). Important principles for the development of inclusive tourism are equality, the participation of persons with disabilities and accessibility.
3. The overall **objectives specify** what should be achieved on the whole by the cooperation. These must be specific, measurable objectives that can be used later to determine the success of the activities – for example, ‘Increase the number of overnight stays by persons with disabilities people by 50 per cent’.
4. The action **objectives describe** what should be achieved in relation to specific areas of action such as employment, infrastructure development, product development and communication. They are a direct interface with the development of solutions and projects.

Note: To ensure that stakeholders play an active part in a cooperation system in the long term, it is essential that the objectives set are individually attractive and cannot be achieved without cooperation.

Overall objectives of the development of inclusive tourism

Inclusion in tourism is an overarching objective of the development of sustainable tourism, particularly when a development cooperation project is involved. This needs to be clearly defined in the system of objectives to it must be possible for it to be monitored. Examples of measurable indicators are given in Table 5.

Table 5: Overall objectives of the development of inclusive tourism (examples)

Area	Overall objectives
The participation of persons with disabilities in the tourism offerings at the destination	<ul style="list-style-type: none"> • An increase in the number of arrivals of persons with disabilities • An increase in the number of overnight stays by persons with disabilities • Longer stays by persons with disabilities • An increase in the spending of guests with disabilities • An increase in the satisfaction of guests with disabilities • An increase in the plans for return visits by persons with disabilities • An increase in the likelihood that persons with disabilities will recommend the destination to others • An increase in the life satisfaction of local residents • An increase in the social visibility of persons with disabilities
The participation of local residents with disabilities in tourism as employees	<ul style="list-style-type: none"> • An increase in the number of employees with disabilities in the tourism industry and in particular the number of female employees • A reduction in social spending for persons with disabilities • An increase in the wage level of employees with disabilities • Fair wages for employees with disabilities • An increase in the number of graduates with disabilities in tourism education establishments, with a particular focus on women
The participation of local residents with disabilities in tourism on a self-employed basis	<ul style="list-style-type: none"> • An increase in the number of start-ups founded by persons with disabilities and in particular by women with disabilities

Action objectives of the development of inclusive tourism

The first step in developing action objectives is to define areas of action. This is an important step in a complex system such as the tourism industry and makes it possible to structure the complexity and identify useful starting points for specific measures. Table 6 suggests possible areas of action for the development of inclusive tourism and assigns examples of action objectives to them.

Table 6: Action objectives of the development of inclusive tourism (examples)

Area of action	Action objectives
General conditions	<ul style="list-style-type: none"> • Increase in the awareness of inclusion and tourism • Creation of efficient organisational structures to promote inclusion in tourism • Adequate financing for support structures and offerings • Acquisition of x funding bodies to finance programmes
Education	<ul style="list-style-type: none"> • Increase in the number of inclusive education providers in tourism by x establishments • Acquisition of x educational establishments for mainstreaming programmes • University/vocational education for x persons with disabilities, of whom at least x per cent are women • Training of x persons in support functions (for example in DMOs or business development bodies), of whom at least x per cent are women
Public sector tourism offerings	<ul style="list-style-type: none"> • Accessibility of the x most important tourism attractions • Accessibility of the x, y and z transport hubs • Creation of an accessible information system (national standards)
Private sector tourism offerings	<ul style="list-style-type: none"> • Increase in the number of accessible hotels/guest houses by x per cent • Increase in the number of accessible cafés/restaurants by x per cent • Enabling x guides to offer accessible tours • Enabling x providers to offer accessible transport services
Development of tourism products	<ul style="list-style-type: none"> • Formation of x networks of service providers for product development • Accessibility of x selected customer journeys (model projects)
Communication with travellers and sales	<ul style="list-style-type: none"> • Increase in the recognition of the location as an inclusive tourism destination • Acquisition of x new customers via sales channels specific to the target group • Pooling information about accessibility within a destination
Inclusive employment in tourism	<ul style="list-style-type: none"> • Increase in the number of inclusive employers in tourism by x per cent • Acquisition of x model businesses for inclusive employment
Inclusive start-ups in tourism	<ul style="list-style-type: none"> • Making x per cent of start-ups inclusive • Filling gaps in the customer journey through (inclusive) start-ups
Promoting the informal sector	<ul style="list-style-type: none"> • Support for x persons with disabilities who work in the informal sector to make their business more professional, of whom at least x per cent are women • Creation of x partnerships between companies in the formal sector and self-employed people in the informal sector

Step 4: Organise implementation

Once it is clear what the joint objectives and the priorities are, organisational structures, regulated processes and cooperation instruments must be put in place in order to carry out the tasks ahead. The creation of these institutions is a key responsibility for the development cooperation project, especially with regard to ensuring that the tasks continue after the end of the intervention.

Management unit as a central coordinating body

Given the complexity of the tasks and the large number of stakeholders, a management structure is needed which can initiate, coordinate and monitor the various processes and activities that promote inclusion in tourism, and steer them effectively.

Strategic management

In a cooperation system, strategic management involves ensuring that the actions of different stakeholders are guided by the shared objectives. This may sound simple, but in practice it is challenging, especially because the management unit does not have the authority to issue instructions to the stakeholders. Therefore, strategic management in a cooperation system primarily involves dialogue, negotiation and agreement in order to identify consensus-based objectives, take coordinated actions, analyse their effects and manage the ongoing development. Traditional management tools, such as SWOT or portfolio analyses, are required for the implementation process, while other instruments such as working groups, events, workshops, newsletters and digital platforms, are also needed in order to involve stakeholders.

Resource management

A variety of resources are needed to ensure that the process of developing inclusive tourism is successful. In addition to specialist resources and decision-making skills, these include extensive funding. However, the process must not be dependent on one funding body alone. For this reason, state funding must be used from the start, alongside the money from international development cooperation funding programmes. Additional sources of finance must also be developed. Funding can also be obtained from foundations and committed companies, for example, or from a specially earmarked tax on tourists or tourism companies.

Implementing funding instruments

The stakeholders responsible for the actions on the different levels require assistance in the form of advice, guidelines, dialogue and, last but not least, funding. The development, implementation and expansion of support structures and instruments that are efficient and as permanent as possible, together with the monitoring of their impact, are therefore important tasks at the national level. It is essential to involve the relevant individual stakeholders in this work. They may be potential funding bodies which can help to plan funding strategies, or future users of an advisory service who can help to define in detail the need for advice.

Developing projects

The aim here is to focus on advancing specific areas of inclusive tourism by means of interventions that last for limited periods in order to achieve a long-term effect. The guiding principle for projects aimed at increasing inclusion in tourism is always: break down barriers. As a result, the basis of any project planning process is an in-depth analysis of the area in question and the barriers that impact it. Projects are independent strategic units with specific objectives, structures and processes which are frequently managed by development cooperation organisations. In this case, the task of the management unit is first and foremost to coordinate the interfaces within the cooperation system.

How can the implementation process be organised?

There are currently no standards in place governing the organisational implementation of the tasks outlined here and the interlinking of these tasks with other activities involved in the development of inclusive tourism. To achieve the broadest

possible impact at sectoral and regional level, it is important to establish well-functioning connections between the management unit and the different tourism areas and regions.

People with and without disabilities work together to create an inclusive society.



Figure 6: Cooperation system for the development of inclusive tourism

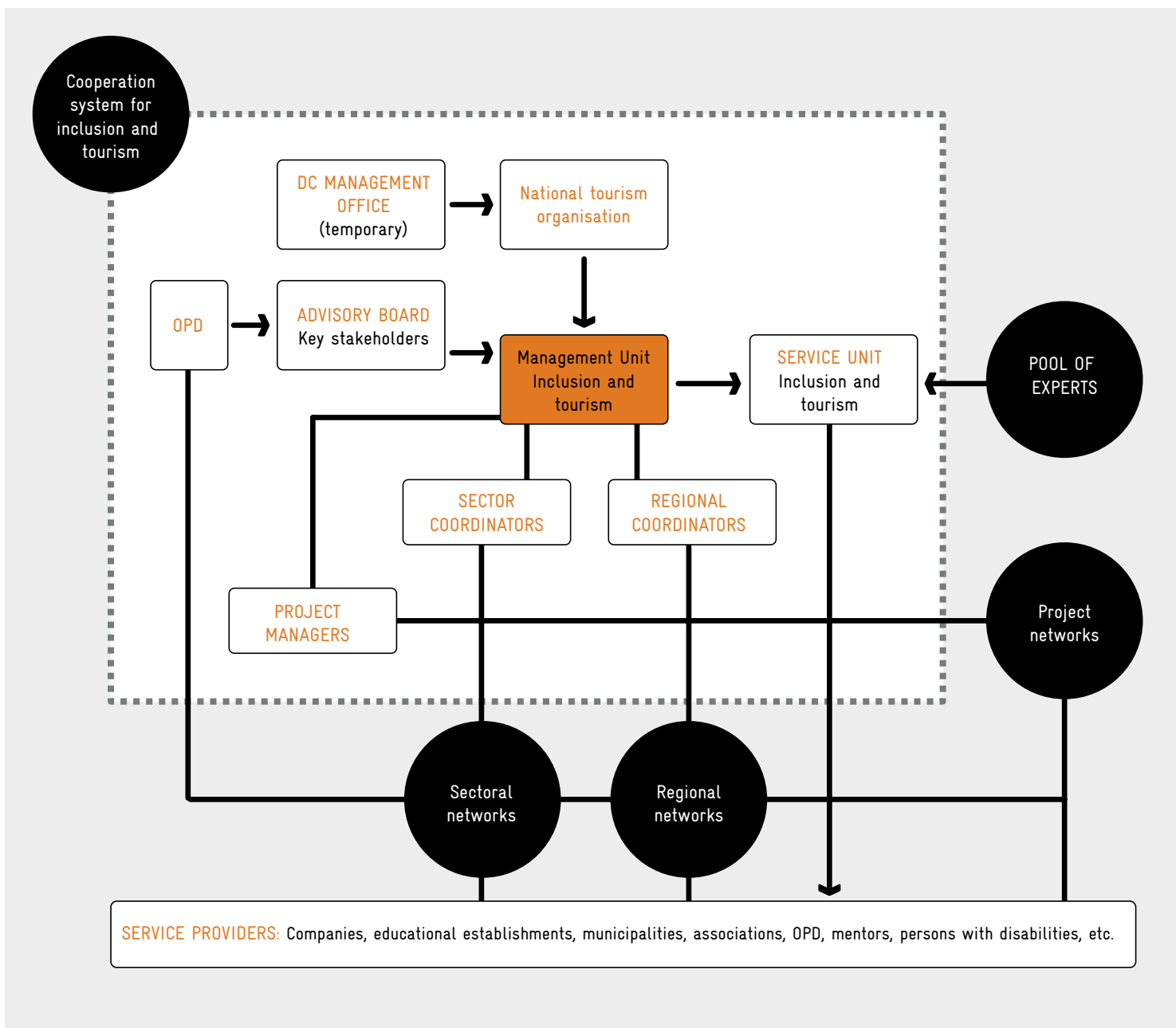


Figure 6 shows an example of an organisational structure for the development of inclusive tourism on a national level. In this case, the management unit has been set up as part of the national tourism organisation with the support of development cooperation.

Elements of the cooperation system

Management unit: This is part of the national tourism organisation and is responsible for the management tasks listed above.

Development cooperation management office: This is a temporary unit that is responsible for enabling the employees of the national tourism organisation to run the management unit.

Advisory board: Committee of key stakeholders who are in constant contact with the management unit and are involved in all key decisions.

OPD: Via the advisory board, these are an important part of the national network, but are also included in networks for specific projects, sectors and regions.

Service unit: This brings together a gradually expanding portfolio of support functions and services for service providers from the tourism industry, civil society and the public sector.

Pool of experts: This brings together specialist expertise that can also be used by the service providers. It should include DPOs and persons with disabilities.

Sector coordinators: They represent individual areas, such as the accommodation, transport and education sectors, and coordinate networks for specific sectors.

Regional coordinators: They represent the different areas of tourism in the country and coordinate regional networks.

Project coordinators: They represent projects that promote inclusion and tourism and, if necessary, coordinate networks for specific programmes.

Service providers: This includes everyone who works directly at the interface with the target groups, for example companies that wish to employ persons with disabilities or municipalities that intend to make their transport systems inclusive.

In order to promote inclusion in the tourism sector, it is of utmost importance to employ persons with disabilities in the relevant companies.



Step 5: Draw up the agenda

There is a wide range of potential and alternative actions involved in achieving the defined objectives of developing inclusive tourism. A systematic approach, taken jointly with the stakeholders, is needed in order to identify useful projects and measures. Activities are useful if they make an effective contribution to the achievement of objectives and if the resources needed to implement them can be made available from the group of stakeholders.

The route to the agenda

The following process will produce an objective-oriented and implementation-based operational plan in the form of an agenda for greater inclusion in tourism.

1. Define the main actions

The areas of action and objectives described in Step 3 for the development of inclusive tourism cannot all be tackled at the same time. For this reason, it is important to set **priorities**. However, it must be remembered that certain actions are based on one another. For example, networks of service providers to develop tourism products can only be established when the fundamental infrastructure is in place, such as accessible transport hubs. If specific problems need to be tackled, the focus can be put on individual elements of areas of action, such as promoting accessible hotels within the area of action 'private tourism offerings'.

2. Hold solution workshops

Once the main actions have been made clear, the next task is to develop solutions that help to achieve the action objectives. A useful tool for developing solutions on a participatory basis is workshops involving the relevant stakeholders. In the workshops, the stakeholders can pool their experiences and knowledge in order to analyse the subject in greater depth. In addition, the dialogue will create learning effects for the participants and for the system as a whole. This involves the stakeholders in the process of developing solutions, which will increase their willingness to take part in implementing them. A solution workshop

should result in at least one specific **solution proposal**, together with a description of its key points (see the example in Table 7).

3. Identify projects and measures

In the next step, **projects that can be easily implemented and effective measures** are developed on the basis of the solution proposals. As it will probably not be possible to implement all of the proposals, new priorities must be set. The guiding factors in this regard include the potential effect of the solution and its contribution to achieving the objectives that have been set. If a solution proposal is considered to be potentially effective, the next step is to evaluate its feasibility and, in particular, the issue of financing. Ideally, the management unit will make a budget available itself or funds can be raised from the group of stakeholders. Alternatively, funding will have to be obtained from new stakeholders.

Note: Suggestions for projects to address the main barriers to inclusive tourism can be found in Chapter 3 (Routes towards greater inclusion in tourism).

4. Draw up an operational plan

The operational plan compiles the main projects and packages of tasks that need to be addressed or implemented within a specified period and sets out the milestones and responsibilities. The questions to be answered are: **Who is responsible for carrying out tasks and achieving objectives?** What are the deadlines for these? Transferring the projects and measures into a binding, consensus-based operational plan is an important step at the end of this phase. Limited resources must be allocated to efficient workflows, services and work packages.

Table 7: Presenting a solution proposal

Solution proposal: ‘Accessible hotels and guest houses’ initiative

Contents	Overall objectives
<ul style="list-style-type: none"> • Kick-off event with specialist input on awareness-raising, motivation and inspiration • Develop a funding instrument for participating companies • Prepare implementation guidelines for companies • Support businesses during the implementation process, for example by providing advice and training and arranging service providers • Award a quality label to recognise businesses that meet the required standards 	<ul style="list-style-type: none"> • Increase the number of arrivals and overnight stays by persons with disabilities • Increase the spending of guests with disabilities • Increase guest satisfaction and the intention to make a return visit • Increase the likelihood that persons with disabilities will recommend the destination to others
Stakeholders	Action objective
<ul style="list-style-type: none"> • Development cooperation project as a funding body for project management • Hotel association as an interface with the companies • DPOs to represent the interests of persons with disabilities and to provide advice • Hotels /guest houses as service providers • Service unit as a point of contact for businesses 	<ul style="list-style-type: none"> • Increase the number of accessible hotels /guest houses to x businesses

Digital tools like websites can be designed accessible for tourists with disabilities and persons with disabilities working in the tourism sector.



Step 6: Monitor the results

In the case of complex tasks in particular, regular monitoring of the results of projects and activities is required to enable the process to be managed effectively in all areas. The implementation of a system for monitoring results is therefore a key responsibility of the management unit.

Functions for monitoring results
(see GIZ 2015, p. 192 et seq.):

- **Verification of results:** Facts and figures document the effectiveness of investments and can be provided to funding bodies, for example.
- **Learning:** The outcomes of the results monitoring process demonstrate which initiatives are effective and where adaptations are needed.
- **Steering:** Strategic decisions can be made more effectively on the basis of monitoring data.
- **Communication:** Monitoring allows for a fact-based dialogue about the objectives and operational planning with the stakeholders.

A continuous exchange of persons with and without disabilities is important in order to learn from another and to implement inclusion sustainably in the tourism sector.



Components of an effective results monitoring process

An effective results monitoring process combines continuous, standardised monitoring of target indicators with the holistic evaluation of inter-dependencies. Any necessary adjustments to the cooperation system must then be made on the basis of the findings.

Component 1: Monitoring

Monitoring means regularly collecting data to determine the degree to which the objectives have been achieved. This requires the definition of measurable indicators which represent specific, generally complex issues, such as the number of travellers with disabilities arriving as an indicator of the participation of persons with disabilities in tourism. In contrast to an evaluation, individual aspects of the results framework are considered in isolation.

The major benefits of monitoring are that:

- the indicators reduce complexity
- current data on the achievement of objectives can be accessed at any time
- developments are measurable

The basis for the development of a monitoring system is the defined objectives and their operational transformation into facts that can be measured as clearly as possible. In particular, the overall objectives of the development of inclusive tourism described in [Step 3 of these guidelines](#) fulfil the criteria of measurability. As a result, indicators are easy to define. Their suitability for inclusion in a monitoring system continues to depend on whether they can be measured with only a moderate amount of effort. Ultimately, the comparison between the measurements of the existing values and the target values allows conclusions to be drawn about whether the objectives have been achieved.

Note: The reason for using a large number of indicators is to identify and differentiate between persons with disabilities. A tool for doing this which is recognised worldwide is the question sets of the Washington Group, a group of experts brought together by the United Nations. They offer several options for statistically recording persons with disabilities and grouping them into segments and, on this basis, allow not only for targeted monitoring, but also for international comparisons.

Component 2: Evaluation

Evaluation means highlighting interdependencies between initiatives for more inclusion in tourism and the results achieved. The aim is to discover whether and, most importantly, to what extent the structures, processes, strategies, instruments and projects in the cooperation system are suited to achieving the defined objectives. One requirement for an informed evaluation is the availability of meaningful data from the monitoring process. Another important source of information is the dialogue with stakeholders and participants in the form of interviews and workshops.

The following key questions will be helpful in this context:

- **Objectives:** Are the defined objectives realistic? Are they relevant? Are they supported by everyone? If so, why? If not, why not?
- **Organisation:** What has proved to be successful? What has not? What could be done better? How satisfied are the stakeholders with their role in the system? Are there skills or resources that are lacking in the cooperation system?
- **Cooperation:** What form of communication was used in the network? How were agreements reached? How were decisions taken? What worked well? What did not? What could be done better? Have the stakeholders become actively involved? If so, why? If not, why not?
- **Projects:** How satisfied are the stakeholders with the progress of the project? How satisfied are they with the results achieved? What worked well? What did not? What could be done better?
- **Funding instruments:** Which instruments in particular have proved to be successful? What were the success factors? Which instruments have not proved to be successful? To what extent and why has an instrument not proved to be successful?

Note: At the level of the cooperation system, the evaluation has to take a more global approach. An in-depth evaluation is recommended at the level of the individual instruments and projects.

Component 3: Adjustments

The findings that have been made must be used to make sound decisions.

The central question in this respect is:

What should we change in relation to the objectives set, the organisation, the instruments used and the current projects in order to make the cooperation system more effective?

The stakeholders and, in particular, the DPOs, together with persons with disabilities, should be included once more in answering this question. A workshop is an ideal way of doing this, because it allows for input from and dialogue between specialists as well as targeted interactions. An updated concept for the cooperation system should be produced with consensus-based objectives, stronger structures, improved processes and effective instruments and projects.

Overview of Good Practices

Good Practice 1:

Lemon Tree Hotels (LTH), India

Category: The hotel sector

For more information: www.lemontreehotels.com

Good Practice 2:

Setting up the company Disabled Accessible Travel

Category: Inclusive entrepreneurship

For more information: www.bit.ly/2ZH4Lj

Good Practice 3:

Accessible World Heritage Site, India

Category: Accessible infrastructure

For more information: UNWTO 2016, p. 8 et seq.

Good Practice 4:

MyCiti Bus, Cape Town

Category: Accessible public transport

For more information: www.myciti.org.za

Good Practice 5:

Japan Accessible Tourism Center

Category: Accessible services

For more information: www.japan-accessible.com

Good Practice 6:

accessaloo – the app that finds accessible toilets

Category: The right information

For more information: www.accessaloo.com

Good Practice 7:

Visitor centre for landmine victims in Lao PDR

Category: Raising awareness

For more information: www.giz.de/en/worldwide/21665.html

Good Practice 8:

A Right for an Equal Life, run by the Ebtessama Foundation, Egypt

Category: Targeted programmes in the education sector

For more information: www.ebtessama.xyz

Good Practice 9:

The majidah.org online platform

Category: Inclusive job placement

For more information: www.majidah.org

Good Practice 10:

Ready to Start, United Kingdom

Category: Promoting inclusive start-ups

For more information: OECD 2014, p. 13

Good Practice 11:

Inclusive tourism in The Gambia

Category: A Gambian approach to inclusive tourism

For more information: <https://www.tourism-watch.de/de/schwerpunkt/den-informellen-sektor-staerken>

Good Practice 12:

Design for all in Takayama, Japan

Category: Accessible travel experiences

For more information: www.japan-accessible.com

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Links

Bundesfachstelle Barrierefreiheit (German Federal Office for Accessibility)
https://www.bundesfachstelle-barrierefreiheit.de/DE/Praxishilfen/Veranstaltungsplanung/veranstaltungsplanung_node.html (German only)

Disability Data Portal
<https://www.disabilitydataportal.com>

Disabled Accessible Travel
www.disabledaccessibletravel.com

Tourismus Mitenand – Chancen für Unternehmen und für Mitarbeitende mit Beeinträchtigung (German only)
www.tourismus-mitenand.ch

United Nations Convention on the Rights of Persons with Disabilities
<https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>

United Nations Disability Inclusion Strategy
www.un.org/en/content/disabilitystrategy

United Nations Department of Economic and Social Affairs: Factsheet on Persons with Disabilities
www.un.org/development/desa/disabilities/resources/factsheet-on-persons-with-disabilities.html

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