



**COMCEC**

**Standing Committee  
for Economic and Commercial Cooperation  
of the Organization of Islamic Cooperation (COMCEC)**

## **COMCEC TOURISM OUTLOOK 2023**



**COMCEC COORDINATION OFFICE  
October 2023**





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for Economic and Commercial Cooperation  
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## **Preface**

The COMCEC Strategy, adopted during the 4th Extraordinary Islamic Summit held in Makkah Al-Mukarramah on 14-15 August 2012, envisages Working Group Meetings as one of the main instruments for its implementation. Through the Working Groups, country experts get the chance of elaborating the issues thoroughly in the respective cooperation areas and sharing their good practices and experience. Six Working Groups are established for each cooperation area defined by the Strategy, namely Trade, Transport and Communication, Tourism, Agriculture, Poverty Alleviation, and Finance.

The COMCEC Outlooks are prepared in each of the six cooperation areas of the Strategy with a view to exploring the global trends and current situation in the OIC Member Countries in the respective area and enriching the discussions during the Working Groups Meetings by providing up-to-date data.

The COMCEC Tourism Outlook 2023 is prepared by Dr. Gürel ÇETİN, consultant at the COMCEC Coordination Office, with the objective of providing general information on the status of tourism in the Member States. It dwells on the major issues about tourism sector development in the light of international tourism trends, provides insights on the current status of the OIC Member States and makes comparative analyses with the different country groupings to demonstrate the situation in the Member States and thus the cooperation potential.

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## 1. Introduction

Tourism industry has experienced continued expansion and diversification, becoming one of the most rapidly developing industries in the world. Transformed from an activity of privileged travelers only some decades ago, tourism today even after the global pandemic enables more than one billion people to move across international borders each year. Globalization of goods and services, increased leisure time, the technological developments and developments in transportation, relaxation in visa procedures, and rising middle class have positioned tourism as a major growth sector. Because of the geographical expansion, competition between the tourist-receiving countries has been intensifying to obtain the highest share from the expanding international tourism market thanks to enhanced transportation facilities and additional income allocated to travel expenses, in line with the improving welfare.

Tourism has continued to be a critical sector in both advanced and developing economies for economic development, poverty alleviation, infra-structure development and sustaining employment. Growth of the tourism industry also contributes to employment, raises national income, and support balance of payments. In this regard, tourism sector is an important driver of growth and prosperity and can play a leading role in reducing poverty particularly in developing countries and the Least Developed Countries (LDCs).

As a trade in services category, tourism ranks fourth after fuels, chemicals and food products. As a major source of foreign exchange and investment, tourism also creates much needed employment and investment opportunities. Tourism's unparalleled cross-cutting nature and multiple links to the other economic sectors, further positions it as an efficient multiplier in global development strategies. Hence, there is a substantial emphasis on developing and facilitating the tourism industry within the Organization of Islamic Cooperation (OIC). COMCEC Economic Summit held in 2009 has defined the tourism as one of the three priority sectors together with agriculture and transportation. In addition to this, tourism sector is identified by the COMCEC Strategy as one of the six cooperation areas (among trade, transportation, agriculture, poverty alleviation, and finance).

This 2023 Outlook aims to provide a brief account of the situation in the OIC Member Countries comparing OIC performance with global tourism developments and trends. In this respect, the major issues with regards to development of tourism industry in the light of international tourism trends, the current situation in the member countries amid Covid-19 and some comparisons regarding competitiveness of the OIC Member States were examined and discussed.

## 2. The Importance of Tourism for Development

A strong tourism sector contributes in many ways to development and the economy. It makes both direct contributions, by raising the national income and improving the balance of payments, and indirect contributions, via its multiplier effect on other industries and by providing the means for connecting countries, through hard and soft infrastructure attributes that are also critical for a country's general economic competitiveness, international trade and foreign direct investment.

Over the past decades, many new destinations have emerged, challenging the traditional established tourism destinations in Europe and North America. For many developing countries, tourism is one of the main sources of foreign exchange income and the number one export category, creating much needed employment and opportunities for development. The main positive economic impacts of tourism relate to foreign exchange earnings, contributions to government revenues, generation of employment and investment opportunities. Local recruitment and business opportunities in tourism help reduce rural-urban migration which also facilitates reducing income disparities among regions. While fostering gender equality, entry-level jobs in tourism require less skilled workforce and this also enhances recruitment opportunities among younger generations and disadvantaged groups.

Based on the information from countries with data available, the World Travel & Tourism Council (WTTC) estimated that travel & tourism's contribution directly to worldwide gross domestic product (GDP) was 10.3% in 2019 creating 9.6 billion USD with direct, indirect and induced effects. However, because of the pandemic the total contribution to GDP decreased by 4.3 billion USD, creating only 5.3% of global GDP in 2020. With the recovery in 2022 tourism represented 7.7 billion USD of World's GDP (WTTC, 2023) accounting for 8% for global GDP. Tourism was used to create 10% of the global GDP before the pandemic. From 2023 onwards the tourism volume is estimated to reach its previous momentum in 2019. The forecasted growth of tourism's contribution to GDP is around 5.1% on the average for the next ten years to 12% of GDP in 2033. This is much faster than the growth in global economy which was around 2.6% in 2022. With direct and indirect effects of more than 185 supply-side economic activities that have significant connections to tourism are also positively affected.

Yet, there is a wide consensus that the tourism and travel industry is also largely vulnerable to crises regardless of their types. Tourist flows and inherently tourism receipts can be largely affected by a wide range of crises including political tensions, disasters (both man-made and natural), epidemics, and terror attacks. Previous crises in tourism had regional short-term impacts and their global effect on tourism was relatively limited. However, with the impacts of COVID-19 pandemic tourism industry experienced significant declines in 2020 and yet started to recover in 2021. The worldwide tourist arrivals declined by 72.7% from 1,464 million in 2019 to 400 million in 2020, while the tourism receipts declined from USD 1,466 billion in 2019 to USD 533 billion in 2020, corresponding to a decline of 63.8% in constant prices.

Parallel to global decline in tourism volume, OIC countries also witnessed a significant decline in tourist arrivals and hosted only 70.4 million international tourists in 2020 compared to 258 million in 2019, corresponding to a decline of 78.7%. Tourism receipts in OIC also declined by

62.9% from 216 billion in 2019 to 77.8 billion in 2020. Overall, the disruption caused by the pandemic in the OIC countries resulted in estimated losses of USD 293 billion in GDP and 8.6 million in employment (SESRIC, 2022).

In response to the crisis and to help the tourism industry survive Covid-19, besides various legislative and operational measures such as safe tourism certifications governments have adopted various interventions ranging from tax holidays, financial incentives, fiscal measures, credit facilities to employment support and demand stimulation. Government responses to the crisis with relevance to the tourism industry might also be classified under direct and indirect interventions. Some of the indirect interventions (e.g., restrictions on mobility, social distancing, capacity reductions) also created major setbacks for the tourism industry. The direct interventions (e.g. credit facilities) on the other hand targeted to relieve some of the specific stress on the industry (e.g., short-time work compensations, deferrals of payments) and stimulate tourism demand (e.g., holiday subventions to the domestic market, travel bubbles). It should be noted, however, that generic governmental support may be less effective when countries have significant informal economies which is the case for most OIC member countries. Government response strategies might also be viewed as short-term tactical responses (e.g., tax holidays) and long-term strategic responses (e.g., market diversification).

With regard to mitigation strategies by the private sector, businesses within the tourism and hospitality industry seem to adopt different strategies including targeting less risk-averse market segments, enforcing social distancing and capacity restrictions, implementing additional hygiene measures, offering unpaid leave for employees, improving service quality, integrating ICT, reducing prices, limiting services, revisiting cancellation policies, focusing on local markets, creating safety image, extending credits, applying for government support and postponing maintenance and investments.

It also has become apparent that crises may often give birth to opportunities. In this vein, crises affecting tourism may result in transformations and positive outcomes through the generation of new knowledge, relationships, and policy. Some destinations, for example, have reduced their reliance on key markets, understood their vulnerability, recognized the importance of domestic tourism, increased government support and funding for tourism, invested in destination infrastructure, and developed new products, and tourism-related policies. In the post-Covid-19 era, the tourism industry is likely to experience various transformations such as increased cost per tourist because of social distancing, hygiene measures and other operational costs; reduced capacity, increased competition, utilization of ICT and AI technologies, and image building on safe destination branding. These will be advantages for destinations and tourism business that proactively respond to aforementioned opportunities.

Yet most tourism organizations had to lay off majority of their employees particularly during the peak of the Pandemic in which quarantine measures prevented any travel related activity. Because skilled HR in tourism moved to other jobs (e.g. logistics, retails, marketing), tourism industry is struggling to hire their skilled HR back or even finding new potential employees because of the vulnerable and seasonal nature of the industry. Realizing this gap COMCEC targeted the human resources in tourism during 2022 right after the pandemic.

Another previous COMCEC report in 2019 addressed crises mitigation strategies of tourism industry based on empirical data collected from 246 tourism industry representatives. These strategies, in order of importance, were related to enhancing cleanliness and hygiene standards, market diversification, creating safety image, enhancing service quality, restructuring debts, and applying for financial support, offering new services, enhancing loyalty programs, enhancing travel insurance policies, increasing marketing efforts, relaxing cancellation policies, focusing on ICT and automation, decreasing costs, postponing investments, investing in employee training, decreasing number of employees, merging with other organizations, investing on corporate social responsibility, decreasing prices, decreasing capacity, and liquidation (COMCEC, 2019).

Besides the industry mitigation strategies, government support and their effectiveness were also explored in the study. Overall, strategies developed by governments to reduce the negative impacts of the Covid-19 pandemic are generally limited to a set of short-term reactions oriented towards helping businesses offset their revenue loss and, in some cases, keeping a foot in the market despite damage. Based on the qualitative content analysis of interviews, government strategies were grouped under five different themes as; Subventions for enhancing demand(i), Financial Support(ii), Support for maintaining and developing workforce(iii), Legislative actions (iv), and Operational support (v). In the order of their importance; Operational support alternatives included vaccination priority of tourism staff, creating safe travel bubbles and tourism corridors, offering medical support services such as PCR tests, organizing the safe travel certificates, controlling for hygiene and capacity restrictions, advisory and information provision services for both tourists and organizations. Legislative Actions included introduction of vaccine passports, government guarantees on loans, delaying refunds to force major cancellations, and introducing holidays insurances.

Tax holidays and discounts for the tourism industry, rent support for buildings and land, deferrals of utility charges such as energy and water, subsidized credits, contributions for digitalization and automation costs, Seat support for flights, Advance public purchase of tourism services such as flights and lodging services, application of a favorable exchange rate policy, contributing to renovation expenses, and accelerated depreciation opportunities were listed as the most important financial support items. Subsidies targeting human resources included salary contributions, wage subsidies, training support for workforce, suspension of layoffs, and reduced social security contributions that aim to protect and develop workforce during the pandemic. Finally government efforts on destination promotion, international lobbying activities and diplomacy, providing holiday credits and vouchers, and extending bank holidays particularly in order to stimulate domestic tourism were listed among government mitigation measures facilitating demand.

The findings of the report allude to a transformative power of the current crisis. This is reflected in two dimensions, namely; alterations in generating markets and changing market structure and tourist motivations. Domestic tourism, Middle East & Gulf and CIS countries were identified as more crises resilient markets while health tourism and nature-based tourism were listed as tourist products with higher immunity to the pandemic. Increased importance of customized services, pandemic hygiene standards becoming permanent, increased popularity of travel insurance systems, increases in per person costs, and increased importance of brand image were rated as the prevalent transformations in tourism operations.

The study also identifies the key characteristics of tourism and hospitality businesses that are likely to survive crises. These organizations are likely to offer quality service, utilize information and communication technology, differentiate based on quality rather than price, operate under

a strong brand, offer diverse products and services, cater domestic tourists, and with higher share of paid in capital (COMCEC, 2019).

*Table 1. Government Interventions to Mitigate Covid-19*

Type of Response	Indirect	Direct
Short-term	<p>Tax, rental and fee reductions, holidays and deferrals.</p> <p>Grants, credits, cash-flow support.</p> <p>Reduced interest rates.</p> <p>Government guarantees on loans.</p> <p>Liquidity supports.</p> <p>Wage subsidies, salary contributions, compensations.</p> <p>Travel bans, social distance measures and quarantines.</p> <p>Enhanced centralized medical services, contact tracing.</p> <p>Provision of protective supplies (sanitizers, gloves, masks etc.)</p>	<p>Holiday vouchers and favorable interest holiday loans.</p> <p>Extended bank holidays for citizens.</p> <p>Certifications.</p> <p>Holiday insurances.</p> <p>Providing emergency medical support.</p> <p>Border scans and capacity audits.</p> <p>Health protocols for safe travel.</p> <p>Safe labels for the sector.</p> <p>Cancellation refund delays.</p> <p>Disinfection and sanitation of facilities.</p> <p>Information provision.</p> <p>Organizing FAM trips.</p> <p>Reducing tax rates on tourism services.</p> <p>Travel bubbles with similar risk countries.</p> <p>Establishing recovery committees.</p>
Long-term	<p>Hygiene standards.</p> <p>Enhanced SME support.</p> <p>Lifting travel restrictions.</p>	<p>Market diversification.</p> <p>Marketing communications and image creation on safe destination.</p> <p>Restoring traveler confidence.</p> <p>Strengthening domestic tourism and family tourism demand.</p> <p>Sustainable tourism measures.</p>

Source: COMCEC (2019)

Tourism provided 123 million direct (3.8% of total employment) and 196 million indirect and induced jobs with a total of 319 million (10% of total employment) jobs in 2018 and 333 million jobs in 2019 making on in every 10 jobs globally. In 2019 each of the five new jobs were provided by tourism. Since tourism affects transportation, hotels and lodging, food & beverage, cultural and entertainment industries, banking & finance, promotion and publicity services; tourism's contribution to employment tends to be much higher. Tourism accounted for more than 10% of global GDP before the pandemic. During the pandemic however, 62 million jobs were lost in tourism representing 19% of tourism employees during 2020. With the recovery in 2021 tourism industry created 18.2 million new jobs, accounting for one in every eleven jobs (WTTC, 2022).

*Figure 1. Share of Tourism in Global GDP and Employment*

Source: WTTC, 2022.

During the pandemic, most human resources left tourism for other industries particularly for logistics and retail. This created major staff shortages in tourism when the recovery started in 2022 as recruitment new staff takes more time than laying off existing personnel. For example, tourism industry is unable to fill 412.000 positions in USA and EU is experiencing 1.2 million shortages in human resources in tourism. Particularly aviation industry in tourism had to decrease their capacities because of staff shortages. Foreseeing this challenge in advance, COMCEC has addressed "Sustainable Human Resource Management in Tourism" during its 19<sup>th</sup> Meeting of Tourism working group in 2022. Before the five years before the pandemic, tourism created one in every four jobs between 2014-2019, making 1/10 of global employment, 62 million jobs were lost during 2020, despite the recovery in 2021 tourism industry employed only 18 million new staff representing an increase of almost 7% on previous year. The new jobs created by the industry reached 22 million in 2022 an 8% increase based on 2021 and 11% lower than 2019 pre-pandemic period. For the next ten years between 2022 to 2032, however tourism is expected to grow on the average of 5.8% much larger than the global average GDP growth estimated at 2.7%, creating 126 million new jobs (WTTC, 2022).

*Figure 2. Projected Contribution of Tourism to Global Employment and GDP*

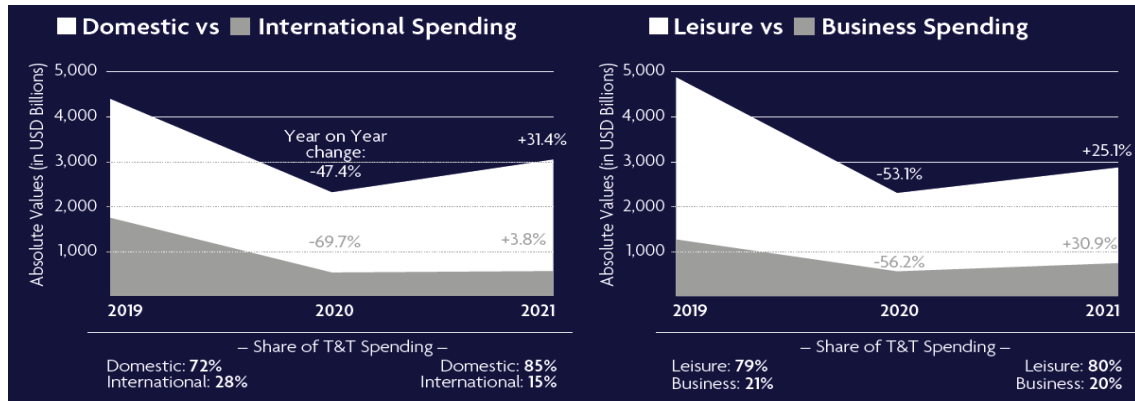
Source: WTTC, 2022

Before COVID-19, the growth rate of the global Travel & Tourism sector outpaced the growth of the global economy for nine consecutive years. After a 50.4% decrease in the contribution of tourism to the global economy in 2020, Travel & Tourism recovered by 21.7% in 2021 – shown in figure 2. The global economy on the other hand bounced back by only 7%. Despite domestic spending in tourism recovered strongly – by 31.4% globally –international visitor spending recovered by only 4% as travel restrictions for foreign visitors remained in place across many



countries particularly in Asia. As a result, domestic spending's share of total Travel & Tourism spending increased from 72% in 2019 to 85% in 2021. Business travel spending and leisure travel spending grew at 30.9% and 25.1% respectively (WTTC, 2022).

Figure 3. Domestic vs International and Leisure vs Business Tourism amid Covid-19



Source: WWTC, 2022

According to the UNWTO, total exports earnings (including passenger transport) generated by international tourism reached US\$ 1.7 trillion or US\$ 5 billion a day on average before the pandemic. International tourism represents 7% of the world's exports in goods and services, up from 6% in 2015, as tourism has grown faster than world trade over the past four years before the pandemic. Tourism exports account for as much as 29% of the world's exports of commercial services. Globally, tourism ranks third after fuels and chemicals and ahead of food and automotive products as an export category. However, in many emerging economies, tourism is the largest export category. While tourism represents 30% of services exports globally, the industry has 40% share in emerging economies' services exports (UNWTO, 2017a). Tourism is also important for export diversification; particularly for commodity and oil exporting countries tourism has the potential to offset weaker export revenues.

Figure 4. Why Tourism Matters?



Source: UNWTO, Tourism Highlights 2016 Edition.

In over 150 countries, tourism is one of the top five foreign exchange earners and in 60 countries it is the number one source of foreign currency income. In 23 of the 49 Least Developed Countries, international tourism is among the top three foreign exchange earners, and for 7 LDCs, it is their single largest revenue earner (UNWTO, 2012b).

It is acknowledged that tourism contributes in alleviating poverty and empowering women, youth and migrant workers and provides new employment opportunities. There are three main pathways through which tourism affects poverty reduction. Firstly, the wages and earnings of workers or entrepreneurs who operate in the industry can be regarded as direct effects of tourism. Tourism is more labor intensive than other sectors, and uses a relatively high proportion of unskilled or semi-skilled labor. For advanced, diversified economies, the contribution of tourism to GDP ranges from approximately 2% for countries where tourism is a comparatively small sector, to over 10% for countries where tourism is an important sector of the economy. For small islands and developing countries, the impact of tourism can be even larger, accounting for up to 25% in some destinations like in some Member Countries as Maldives. Secondly, indirect effects occur through the tourism value chain, which includes inputs like food and beverage, construction, transportation, furniture, finance and various other sectors. Evidence suggests that in developing countries, the inter-sectoral impact adds an extra 60-70 % on top of the direct effects of tourism. Finally, dynamic effects of tourism occur on the livelihood strategies of local households, the business climate for small enterprise growth or infrastructure development in countries. Moreover, tourism tends to employ more women and young people than other industries and enhance their economic welfare (Ashley, et al., 2007).

A cross country study by the IMF showed that an increase of one standard deviation in tourism activity would lead to an additional annual growth of about 0.5 percentage per year, *ceteris paribus* (everything else being constant) (IMF, 2009). Thus, particularly low-income economies should view investing in its tourism industry as a means to stimulate growth over the long term and facilitate a fairer wealth distribution.

Considering the scale, rate of growth and the multiplier effect it creates, local economies are increasingly becoming more dependent on tourism receipts. Yet, tourism is also among the most vulnerable industries affected by various factors other than the state of the local economy. Numerous external issues; political events, state of the economy, natural disasters, epidemics, accidents, terror and so on also affect tourist flows to a great extent. Because of its international nature, the situation in tourist generating countries also affects a destination's tourist volume that further complicates managing and forecasting demand.

During recent years, the tourism sector has been facing significant crisis-driven challenges putting risk and crisis management at the forefront of the industry's agenda. It can be noted that an increasing number of disasters and crises affect the tourism industry, ranging from natural to human-driven incidents. With the globalization of the world's economy, almost every country is being affected by these crises or disasters. Few would disagree that crises occurring in one single place of the world can potentially affect tourism activities in broader areas or even worldwide.

Considering its enormous speed and global impact, Covid-19 is perhaps the most serious crisis the tourism industry has ever faced. The immediate response to the pandemic by several countries has been through lockdown orders and limiting human mobility. This has resulted in large-scale economic downturns that affected tourism in both developed and developing countries. To illustrate its volume, Covid-19 is estimated to have a seven-time larger impact on tourism than the 2008 Financial Crisis. This effect resulted in a decrease of up to 72% in global tourism volume. Although the recovery has started and 72% of the tourism experts believe 2023 will be a better year, 65% of the experts still believe 2019 pre-crisis volume will not be reached

before 2024. UNWTO's expects, international tourist arrivals to reach 80% to 95% of pre-pandemic levels in 2023, with Europe and the Middle East expected to reach those levels already in 2023 (UNWTO, 2023). Yet tourism industry is facing several other crises. Increasing energy prices, large scale international political and armed conflicts, and decrease in business travel triggered by the Pandemic and new technologies, are expected to slow down growth in tourism volume (Goktepe and Cetin, 2021).

### **3. Overview of International Tourism in the World**

#### **3.1. Key Tourism Trends in the World**

The last six decades have witnessed extraordinary growth in international tourism volume. In spite of the multiple challenges and shocks such as epidemics, wars, economic crises and natural disasters; tourism has always bounced back, proving its resilience and capacity to recover. During 2020 and 2021 tourism industry experienced an unprecedented decline because of the pandemic. Yet from 2022 onwards the industry displayed a promising recovery. During the next two decades, tourism is expected to sustain its growth. International tourist arrivals are estimated to increase on average by 43 million annually.

Future arrivals will be spread wider across the globe and travel between regions will continue to grow slightly faster than travel within the same region. The share of emerging economies in the international tourism will surpass the share of advanced destinations. Many of the new arrivals will be to destinations in Asia, Latin America, Central and Eastern Europe, Africa and the Middle East. The future brings enormous opportunities for tourism to take a central role in the political and economic agenda, seeking recognition for its contribution to peace, intercultural communication, economic growth and development. It also brings added challenges and responsibilities for tourism sector to take the lead in mitigating its potential negative impacts on host communities and the environment (Tourism Towards 2030, 2012).

Over the past six decades, tourism has experienced a continued growth not only in traditional destinations in Europe and North America but also in other parts of the world. According to Tourism Towards 2030; by 2030, 58% of international arrivals will be recorded in the emerging economy destinations of Asia, Latin America, Central and Eastern Europe, Eastern Mediterranean Europe, the Middle East and Africa. Asia and the Pacific will gain most of the new arrivals. South Asia will be the sub-region with the fastest growth in international arrivals. North-East Asia will be the most visited sub-region by 2030. With the advancements in aviation technology and open skies agreements; air transport industry has substantially reduced travel time and travel costs for long haul travel (Cetin et al., 2016). Air transport will continue to increase its market share, but at a much slower pace. The cost of air transport will cease declining, and is expected to grow at an average annual rate of 1.1% per year from until 2030 (Tourism Towards 2030, 2012). Particularly the energy crises and the Ukrainian war in 2022 after the pandemic had negative impacts on tourism. With increasing airfares and pandemic restrictions tourists also started to seek close to home destinations. Recent developments and investments in alternative energy systems might however reverse this trend. There are also other challenges affecting the global tourism such as climate change, digitalization, and other geopolitical conflicts.

*Figure 5. Factors Effecting Recovery of International Tourism*

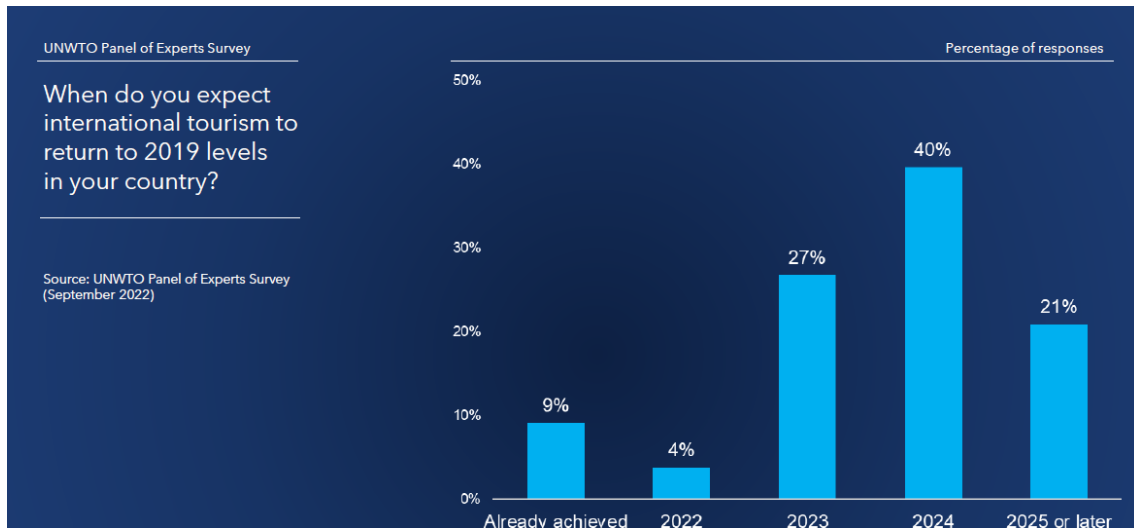


Source: UNWTO, 2022c

In terms of the economic environment, macroeconomic challenges, caused by the surge in energy prices, increase in inflation and interest rates, high debt volumes, and the continued disruption in supply chains bring additional pressure on the effective recovery of international tourism after the pandemic in 2023. In particular, the crisis between Russia and Ukraine has created a new challenge in the tourism market that could have significant impacts not only in Europe but also in other regions of the world due to the increased energy prices, as well as various travel restrictions and economic sanctions imposed by a set of countries (SESRIC, 2021). UNWTO (2022c) identified additional challenges as economic environment, higher costs, flight delays, and staff shortages. These are rated by industry professionals and displayed in figure 5.

After the unprecedented drop of 2020 and 2021, international tourism started to recover in 2022 and is expected to continue its gradual recovery in 2023. Increasing number of destinations were easing or lifting travel restrictions, which contributes to unleashing the pent-up demand (UNWTO, 2022a). As of September 2023, all Covid-19 related travel restrictions have been removed. Tourism volume experienced 111% increase compared to 2021 and but still 34% behind the 2019 pre-pandemic volume. International tourism arrivals in 2022 increased from 456 million in 2021 to 963 million in 2022. Europe and Middle-East are leading recovery by reaching around more than 80% of their pre-pandemic arrivals in 2019 (UNWTO, 2023). Africa and the Americas both recovered about 65% of its pre-pandemic visitors, while Asia and the Pacific reached only 23%, due to stronger and longer pandemic-related restrictions. As these markets opened up, international tourism is set to consolidate its recovery in 2023 experiencing a boost from the pent-up demand. The complete recovery however depends on the new challenges like a potential economic slowdown amid tightening economic approaches, increasing interest rates and financial costs with many economies at risk of falling into recession. Global inflation and energy prices also remain high, resulting in higher transport and accommodation costs. The Ukrainian war and geopolitical conflicts in far East Asia might also disturb the recovery (UNWTO, 2023a).

Figure 6. Recovery Expectations of Tourism Professionals



Source: UNWTO, 2022c

Conclusions with respect to the consumer profile and the trends of the next 20 years reached by assessing results of various studies conducted by the World Tourism Organization can be summed up as follows:

- Long-haul travel and overseas travel will increase and new destinations in relevant regions will gain importance.
- Electronic media (interactive maps, Internet, web sites, etc.) will be increasingly more important for choosing destinations and making reservations.
- In line with the increasing education and welfare level of individuals, the number of experienced traveler groups will increase. This means higher expectations for service standards.
- Concerns about health, safety and security will remain an important issue driving demand.
- Preferences of tourists will become diverse and demand for innovation and variety will rise; the emphasis will be on comfort and adventure. For product development, 3S (i.e., sun-sand-sea) will be replaced by 3E (i.e., excitement-education-entertainment).
- In parallel with an increase in average human life expectancy, retirement period will be longer and people will have more time for vacation.

- Singles, and couples without children, and 65+ (“the third age”) groups are anticipated to constitute the larger percentage of the world population with more resource allocated to travel and entertainment. By the year 2030, the fastest increases are in those 65 and older group, which will see a jump in developing countries by 140 percent. By 2040, the global population is projected to reach 1.3 billion and older people accounting for 14 percent of the total (Hammond, 2011).
- Average weekly working hours will decrease and people will have more time for vacation.
- Consumers will be informed and protected within the framework of universal systems, and the influence of promotions addressed to consumers for a sustainable and balanced development of tourism will be stronger.
- Maintaining the destinations tourism development and preventing overtourism will be a priority.
- Destination management will be decentralized and will be based on travel motivations rather than geographical regions.
- Concerns about environmental protection and climate change will have stronger impacts on tourist decision making process. More tourists will sacrifice their convenience to environmental issues.
- With Pandemic a new working class emerged referred to as remote workers. Some of these particularly from the global north started travelling to other locations offering a better quality of life at a cheaper cost. These digital nomads spending a few months in a destination will increase in numbers.
- Social distancing measures introduced during the pandemic increased the popularity of sharing economy, more tourists are now seeking private or shared houses during their travels.

Horwart HTL (2015) has also identified 10 global trends which will influence mid- and long-term tourism development. Among these, first five of trends will have a major influence on demand in the tourism sector but will also impact the second set of trends, which concerns changing supply. Together, they represent forces which will shape the future of tourism.

According to this report, global population is aging and as a result *silver hair tourists'* segment is emerging with specific desires and needs in terms of customization, service consumption, security and desired products. The share of world's population over the age of 60 increased from 8% in 1950 to 17% in 2017. According to forecasts, this segment's share will reach 22% by 2050. Silver hair tourists are an important tourist segment and are expected to spend more than all other age groups on travels with a satisfactory disposable income, less home responsibilities and empty nests, more time to travel and relatively good health. They require tailor-made services and prefer to build trust through face-to-face interaction with providers. They also have different preferences and interests, expectations and needs, and their focus is often based on special interest. Health and wellness travel is popular among silver hair tourists (Horwath HTL,2015; UN, 2017).

Figure 7. Tourism Megatrends



Source: Horwath HTL, 2015

In addition to aging population, generation Y (also known as Millennials) and generation Z, (known as iGen) are also an important market for tourism sector. These generations are technology driven age groups. Among these, millennials are expected to represent 50% of all travelers by 2025 and before that the entire tourism value chain is being adjusted to meet their lifestyle requirements. To meet their needs, tourism services will be more transparent and tech savvy, with a strong focus on empathy and customer connection. On the other hand, generation Z is believed to be totally different from generation Y in so much as they already have higher access to information, a more dynamic lifestyle, and a higher level of education, an accelerated adoption of change and faster spending (Horwath HTL,2015).

The increase in average income and the fall in levels of absolute poverty are resulting in a growing middle class. It is expected that the middle class will increase from 1.8 billion in 2009 to 4.9 billion by 2030. Most of this growth is expected from Asia-Pacific and this segment's characteristics and needs will have a growing importance and impact on the tourism products and services (Horwath HTL,2015).

The weight of emerging destinations in the international tourism market is increasing. According to UNWTO; by 2030, 58% of international arrivals will be to the emerging destinations. With the impacts of pandemic following a period of lockdowns and isolation, travellers tend to travel to less crowded and even unfamiliar destinations. Indeed, there has been



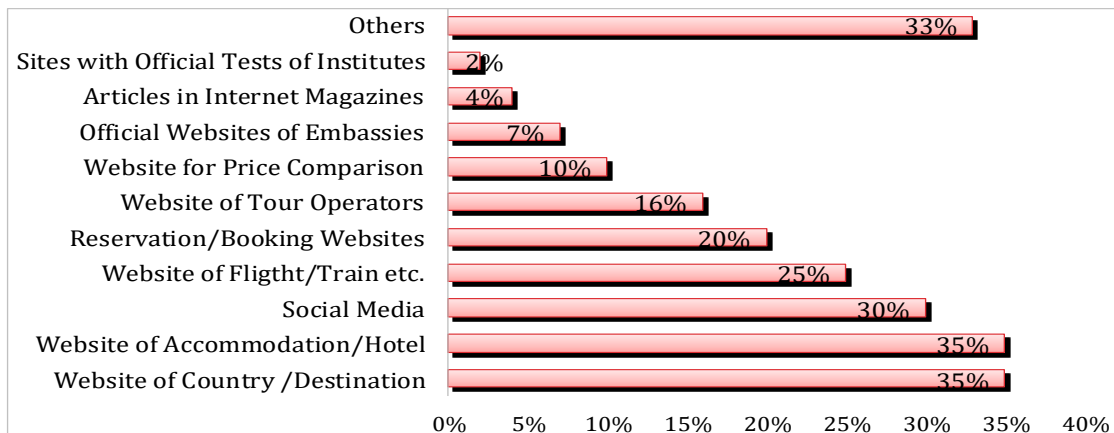
increased interest in exploring secondary destinations and nature. During this period, travellers have become more committed to sustainability, which in turn is affecting their travel choices. The lockdowns have also shone a brighter light on wellness and overall health, driving more consumers to seek out further wellness experiences (WTTC, 2022).

Influenced by international travel restrictions, domestic rediscovery and national tourism has also become a trend. With remote working possibilities introduced during the pandemic, a large and lucrative market of digital nomads emerge, and concept of a staycation led to creation of workcations and increased stay in destinations. Although domestic travel has been a key market during the recovery, the full recovery of the global tourism will require the full return of international travel. Starting with domestic travel leading the recovery and younger generations being the first to travel again, workcations and longer average stays, relaxed cancellation procedures, and enhanced health & hygiene measures will continue to transform tourism in the post-Covid era (WTTC, 2022)

Governments around the world are facing numerous political, social, economic and environmental issues that might influence tourism destinations. Political tensions, terrorism and civil riots impose various threats to the future of tourism in any destination as well as potential epidemics. According to a research by WTTC, the impact of these crises on tourism and the length of time needed to return to previous levels differ widely depending on the type of crisis and other diverse factors. Whether tourists are directly targeted or affected, which locations are involved, the extent of infrastructural damage, the time of the year, as well as the scale and tone of media coverage are the factors that affect the scale of their impact of such crises on tourism. In contrast to popular opinion, terrorism does not have the most enduring impact, however political turmoil has a much more gradual impact, often lasts for a long time and is difficult to judge when it is over. To be successful, it is clear that crisis management strategies and tools are becoming a necessity for all tourism stakeholders. Five-point crisis communications plan should cover clear information, consistency, openness and accessibility and sympathy for victims. Governments and authorities should also ensure clear and effective communications (ITB, 2015).

Among supply side trends, tourism is strongly influenced by the progress of the technological revolution. The Internet has already changed the way tourists search, book and experience their travel. The whole industry has to adopt new technology trends and reshape the way they provide services. 75% of international travelers use online information sources to plan their trip. As displayed on figure 3.2 around 30% of these 'online' international travelers actively use social media when researching about their trip (ITB, 2015) besides the official web sites of destinations and service providers.

*Figure 8. Internet Information Sources*



**Source:** ITB World Travel Trends Report 2015-2016

International travellers focus on the most relevant social media for travel information rather than the biggest social media platforms. Review sites, travel blogs and travel forums are used much more intensively than generic social networks. OTAs and sharing economy platforms are also getting stronger positions in the market than traditional brick and mortar communication tools.

Loyalty within tourism sector is expected to decline in future. There will be less complicated sign-up forms. Physical loyalty cards and loyalty programs now have to be integrated into the digitalization of tourist experience. These programs are expected to customize tourist services rather than offering only discounts and upgrades. Health and healthy lifestyle will become increasingly important in tourists' decision-making amid Covid-19 and tourism sector will offer products and services accordingly. The sharing economy has shown incremental growth in recent years and is forecast to reach USD 335 billion by 2025, according to projections. Tourism is one of the sectors that much of this growth occurred, as the fast paced growth of peer-to-peer and shared usage platforms is changing the tourism marketplace and giving people new options for where to stay, what to do and how to get around. Sharing economy platforms have adopted different business models, some of which closely resemble traditional tourism activities, while others appeal to users' sense of community (OECD, 2016).

This rapid growth of the sharing economy is placing pressure on existing tourism policy frameworks. This requires a balanced, informed approach, which considers all interests. Tourist protection, safety and quality assurance frameworks are important factors to translate to the sharing economy model. Taxing and regulation of sharing economy and impact on residents are other challenges to be dealt by legislative bodies. Governments should make sure that they capture the opportunity to stimulate innovation and support the development of tourism, while addressing the challenges it poses for the traditional tourism sector and the impacts on society (OECD, 2016).

Governments are recommended to modernize policy and regulatory approaches, re-think policy incentives, better understand the policy environment and test new approaches, utilize the data, strengthen data collection and research on the impacts of the sharing economy on tourism and

local communities (OECD, 2016). Ensuring fair competition among traditional suppliers and sharing economy models is also challenging task that awaits attention in most destinations.

Increased local planning, management and marketing of destination and regional leadership and institutionalization in tourism through DMOs at destination level also emerge as a necessity (Edgell, 2015). Economic, social and environmental costs and benefits have to be balanced in order to ensure the long-term sustainable development of tourism. Sustainable tourism development requires the participation of all relevant stakeholders at the destination level including and engaging particularly the locals.

### 3.2. International Tourist Arrivals

According to the UNWTO (2019a), international tourist arrivals grew by 5% in 2018, and reached 1.4 billion tourists. 1.4 billion was the 2020 target and thus realized two years in advance. Despite occasional shocks, international tourist arrivals have shown virtually uninterrupted growth – from 277 million in 1980 to 529 million in 1995 and 1.4 billion in 2018 (UNWTO, 2019a). 2019 was the eighth consecutive year of above-average growth (more than 4%) in international tourism following the 2009 global economic crisis. Despite ongoing geopolitical, economic and environmental challenges in various regions of the world, demand continued to be strong in most of the destinations until 2020 when the Covid-19 pandemic spread globally. Increase in energy prices, international crises (e.g. Ukraine vs Russia, Azerbaijan vs Armenia), and inflation are other recent developments affecting demand in global tourism. Fortunately, the pent up demand started to emerge and tourist arrivals began to recover from the second half of 2021. International arrivals almost doubled in the 2022 compared to 2021 and there is a sharp recovery towards 2019 numbers (UNWTO, 2022c).

After a sharp decline in 2020 by 72% in arrivals and 63% in receipts both of these indicators started to recover in 2021. Both arrivals and receipts grew by 111% and 61% in 2022 respectively, reaching 963 million arrivals and more than one billion USD. However, global tourism volume and receipts are still well below 2019 numbers which were almost 1.5 billion USD in 2019.

*Table 2. International Tourism Arrivals and Tourism Receipts*

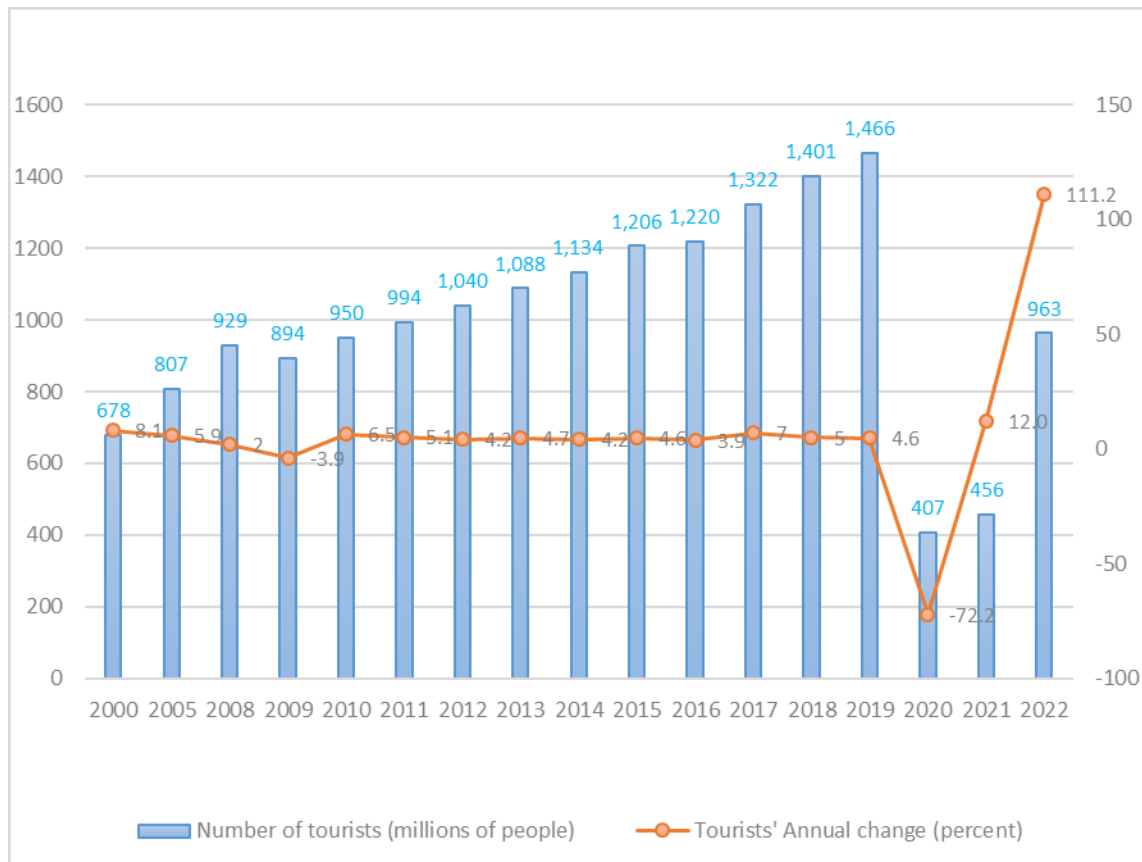
	2005	2010	2015	2019	2020	2021	2022
Number of tourists (millions of people)	809	953	1,206	1,466	410	456	963
Annual change (percent)	5.9	6.5	4.5	4.6	-72.0	8.8	111.2
Tourism receipts (billion dollars)	701	961	1,196	1,483	548	621	1,011
Annual change (percent)	-	11.7	-4.5	2.2	-63.0	13.3	61.2

**Source:** UNWTO, 2022c

International tourism market has become characterized by wide geographical distribution and continuous diversification of destinations. New destinations have been emerging in the developing regions of Asia-Pacific, the Middle East and Africa and this rapid expansion of new markets has increased the competition in the tourism sector. However, this trend was also effected by Covid-19 and most emerging destinations were negatively affected and lost their share to established destinations particularly in Europe and North America as limited number of tourists preferred nearby destinations.

The growth of international tourist arrivals in emerging economies is greater than advanced economies for the years 2007-2012. However, since 2013, advanced economy destinations showed relatively faster growth in tourist arrivals than emerging economy destinations up until 2017. In 2017, 2018 and 2019 emerging destinations performed well increasing their share to up to 47%. In 2019, international tourist arrivals to advanced economies were 777 million, while it was 688 million for emerging economies. With the pandemic advanced destinations increased their share to 56% since advanced economies lost less of their market share in 2020 and recovered better in 2022 than emerging destinations those host 44% of the global arrivals.

Figure 9. International Tourist Arrivals and Percentage Change (2000-2022)



Source: UNWTO, 2023a

Tourism arrivals have experienced a steady growth of 4.4% on the average between 2000-2019 reaching almost 1.5 billion international arrivals. Growing purchasing power, relative safety, increased air connectivity, more affordable travel and visa relaxation arrangements were major reasons of the growth. Yet the pandemic resulted a sharp decline of 72% in 2020. Recovery started in 2021 with an almost 12% increase in arrivals compared to 2020. 2022 experienced a triple digit growth of 112% compared to 2021 reaching 963 million arrivals. However, compared to 2019 the global arrivals are still less than around 33% of the pre-pandemic volume for 2022 and 20% less for the first quarter of 2023. International arrivals grew by 83% during the first quarter of 2023 compared to the same period in 2022 supporting strong recovery predictions (UNWTO, 2023a).

Table 3. International Tourism Arrivals by Region (Millions)

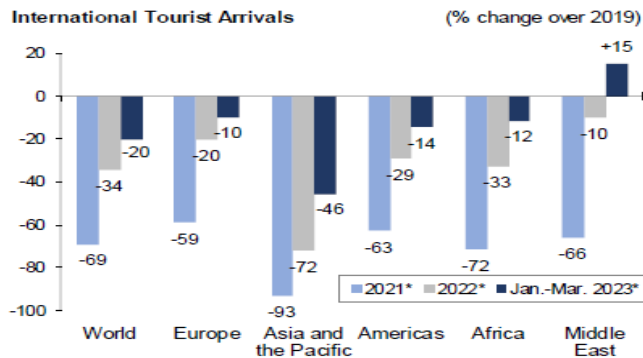
Tourism Arrivals	2019	2020	2021	2022	Share (%)
<b>World</b>	<b>1,466</b>	<b>407</b>	<b>456</b>	<b>963</b>	<b>100</b>
<b>Europe</b>	746	240	305	595	62
<b>Asia &amp; Pacific</b>	360	58	25	100	10
<b>Americas</b>	219	70	81	156	16
<b>Africa</b>	68	19	20	46	5
<b>Middle East</b>	73	20	25	66	7

Source: UNWTO, 2023a

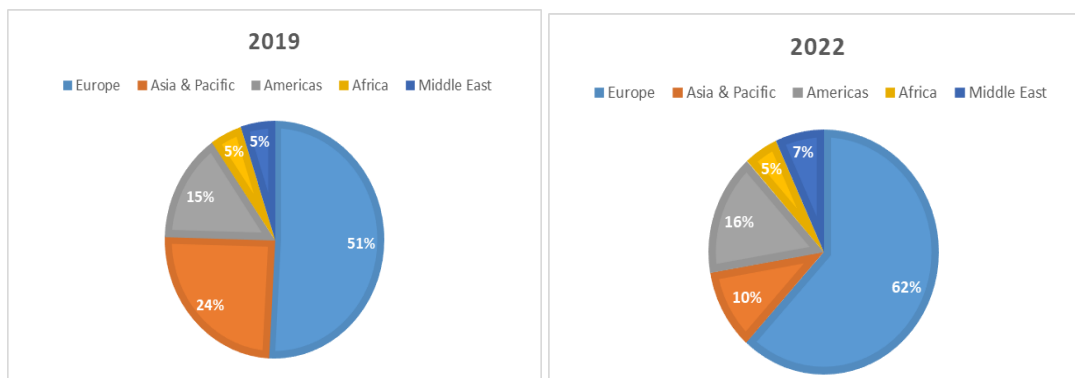
During the COVID-19 pandemic, Asia & Pacific (83.5%) and Africa (76.8%) recorded the highest proportional declines in tourist arrivals in 2020. In 2021, Asia & Pacific (94.2%) and Middle East (79.3%) reported the highest declines in arrivals. In 2021, Europe (62.5%) saw a relatively limited decline due to the implementation of an EU-wide standardized vaccination passport that facilitated flows of tourists across the continent (UNWTO, 2022a; European Commission, 2022; SESRIC, 2021). Preliminary statistics in 2023 indicate a strong recovery with Middle-East, outperforming pre-pandemic 2019 annual arrivals in the first quarter, the first region to recover from Pandemic effects in a quarter. Middle-East region welcomed large events such as Expo 2020 Dubai and the FIFA World Cup in Qatar, as well as a highly attended Hajj pilgrimage in Saudi Arabia which also helped its recovery. Europe reached 90% of its pre-pandemic demand in Q1 2023, supported by recovering intra-regional demand. Because of extended restrictions to 2023 Asia-Pacific is still 46% behind the pre-pandemic levels. The recent opening of China and other Asian markets are expected to support the strong recovery trends.

According to the table 3, Europe is still leading global tourism arrivals by 62%, while Americas had the second largest share. The rest of tourism volume were shared Asia and the Pacific (10%), Middle East (7%), and Africa (5%). All regions enjoyed growth in 2022 based on 2021 but they are all still below pre-pandemic levels. Yet, preliminary statistics in the first quarter of 2023 show Middle East is the first region to surpass 2019 Q1 volume. Africa also recovered to 88% of its pre-pandemic levels during the first quarter of 2023 compared to 2022 Q1 (UNWTO, 2023a).

Figure 10. Tourist Arrivals by Region (2019-2022)



Source: WTTC, 2022



Source: UNWTO, 2023a

A comparison between pre- (2019) and post- (2022) Covid-19 tourist arrivals is displayed in figure 10. Two major changes are observed between pre and post crises in Asia-Pacific and Europe; before Covid-19 arrivals to Europe were decreasing steadily and arrivals to Asia-Pacific were growing. However, the continuing strict travel measures in major Asia-Pacific destinations result in a decrease of market share for the region from 24% to almost 10% while Europe increased its market share from 51% to 62%. Americas and Middle-East also increased their share while Africa arrivals stayed at 5% both at pre- and post-crises stages.

According to Tourism Towards 2030, UNWTO’s long-term outlook and assessment of future tourism trends, the number of international tourist arrivals is expected to increase by 3.3% a year on average until 2030. This represents some 43 million more international tourist arrivals every year, reaching a total of 1.8 billion by 2030.

International tourist arrivals in the emerging-economy destinations of Asia, Latin America, Central and Eastern Europe, Eastern Mediterranean Europe, the Middle East, and Africa will grow at double the pace (4.4 percent a year) of advanced-economy destinations (2.2 percent a year). Emerging economies’ annual growth rate is 4,5% while arrivals to advanced economies only grew by 3,5%. The market share of emerging economies increased from 30% in 1980 to 48%

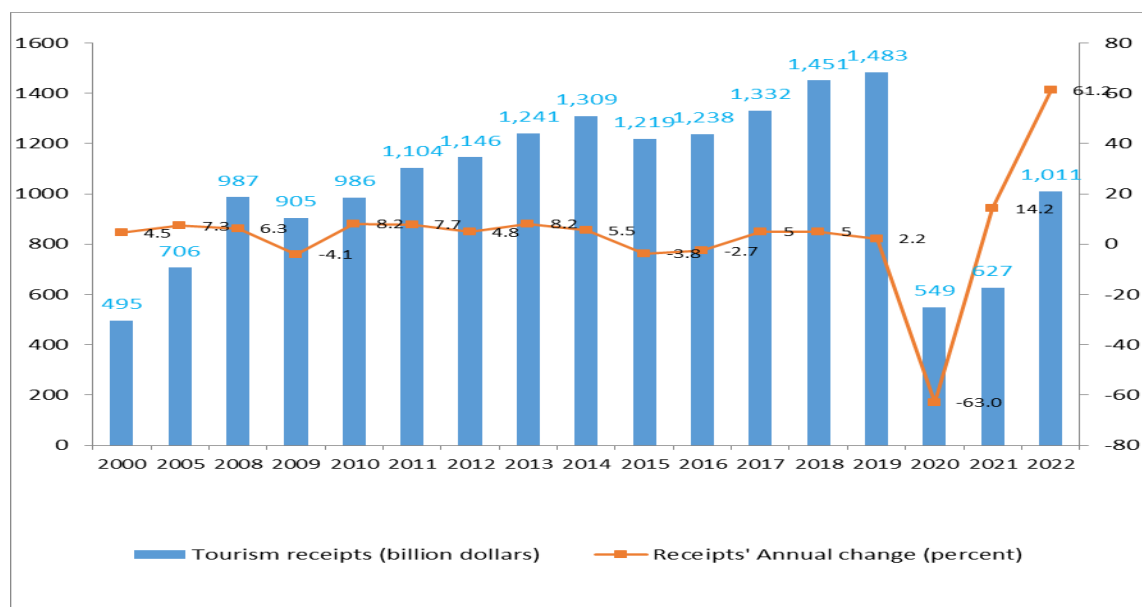
in 2021, and is expected to reach 58% by 2030, equivalent to over 1 billion international tourists (UNWTO, 2022b).

### 3.3. International Tourism Receipts

As an internationally traded service, inbound tourism has become one of the world's major trade categories. International tourism accounts for 30% of the world's export of services and 7% of overall exports of goods and services. Tourism has been growing faster than global trade for the past several years. International tourism receipts are the earnings generated in receiving countries from expenditures of international visitors on accommodation, food and drink, local transport, entertainment, shopping and other services and goods. For the receiving country, receipts count as exports and for many destinations tourism is a vital source of foreign currency earnings and an important contributor to the economy, creating much needed employment and opportunities for development. From the period 1980 to 2019, international tourism receipts increased from 104 billion USD in 1980 to almost 1,5 billion USD in 2019 (UNWTO, 2022c). Average spending per arrival was also a little bit above 1000 USD.

Figure 11, shows the international tourism receipts between 2000-2022. International tourism receipts grew by 4.4 % in real terms (i.e. using local currencies at constant prices in order to adjust for inflation and exchange rate fluctuations) in 2019 by reaching to almost 1.5 billion USD. In addition to receipts earned in the destinations (the travel item of the balance of payments), international tourism also generated US\$ 256 billion in exports through international passenger transport services rendered to non-residents in 2019 pre-pandemic year.

Figure 11. International Tourism Receipts and Percentage Change (2000-2022)



Source: UNWTO, 2023a.

However, with Covid-19 tourism receipts declined by 63% hitting 550 billion USD. The receipts started to recover with relaxation in travel restrictions and reached 627 million in 2021 and

more than one trillion in 2022 as displayed in figure 11 growing at 14% and 61% respectively. Hence the tourism volume is still less than 39% of pre-pandemic levels.

Based on 2021 data, advanced economy destinations (+11%) recorded somewhat slower growth also in receipts than emerging economy destinations (+14%) compared to 2020. Emerging destinations also lost 73% of their volume while established destinations suffered a 72% decline in 2020 compared to 2019. This trend continued in 2022 and established destinations' arrivals growth (122%) was more than emerging destinations (99%). In 2022 established destinations have hosted 541 million arrivals whereas emerging destinations arrivals were at 422 million.

Table 4. *International Tourism Receipts by Region (Billion \$)*

<b>Tourism Receipts</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Share (%)</b>
<b>World</b>	<b>1,483</b>	<b>548</b>	<b>627</b>	<b>1,011</b>	<b>100</b>
<b>Europe</b>	574	239	327	549	54
<b>Asia &amp; Pacific</b>	441	126	91	131	13
<b>Americas</b>	330	125	140	243	24
<b>Africa</b>	39	15	6	12	1
<b>Middle East</b>	99	43	63	76	8

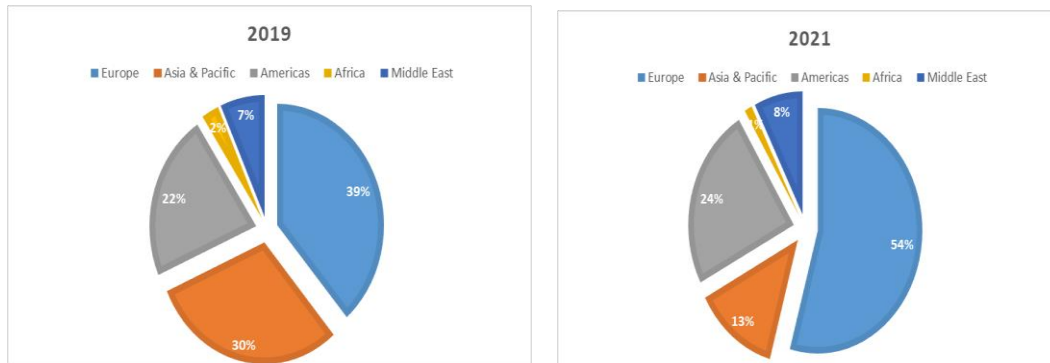
Source: UNWTO, 2023a

Europe received 550 billion USD in 2021 reaching 87% of pre-pandemic levels in 2022. Africa (75%), Middle-East (70%) and Americas (68%) also approached to their pre-pandemic volume in 2022 concerning receipts. Asia-Pacific due to extended pandemic restrictions only made 28% of their pre-pandemic tourism income.

During the pandemic the regional level, the Middle East (73%) recorded the biggest decline in international tourism receipts in 2020 as compared to 2019 (pre-pandemic period), followed by Asia & Pacific (70.4%) and Africa (65.9%). Overall, all regions of the world were affected abruptly by the pandemic and reported significant losses (64%) in 2020 (533 billion USD) as compared to 2019 (1,5 billion USD). Yet, 2022 receipts show promising results for Europe reaching 96% of its pre-pandemic tourism receipts whereas Middle-East region made it to 77% of its pre-pandemic tourism income in 2022. Both Africa and Asia-Pacific fell well behind their pre-pandemic receipts during 2022. Considering their share from receipts Europe (54%) in 2022 made more than half of tourism spending, the rest is shared between Americas (24%), Asia Pacific (13%), Middle-East (8%) and Africa (1%).

Figure 12. *Tourism Receipts by Region (2019-2022)*





Source: UNWTO, 2023a

Similar to share in arrivals the Asia Pacific lost almost half of its market share after the Covid-19 crises in 2020, accounting for 13% of global receipts in 2022. Europe on the hand increased its share from a decreasing 39% to 54%. Americas' share of the receipts enjoyed a slight increase from 22% to 24% while both Africa and Middle East increased their share of income from international tourism spending. Middle-East also increased its market share from 7% to 8% while Africa regions share dropped from 2% to 1% in considering 2022 tourism receipts.

## **International Tourism in the OIC Member Countries**

In the light of the above-mentioned overview of the trends in international tourism and the impacts of both Covid-19 and other political and economic pressures, this section aims to assess the performance and economic role of the international tourism in the OIC Member Countries while providing additional insight and recommendations.

The OIC Member Countries are located in four continents on all over the world. Besides their geographical heterogeneity, the Member Countries do not constitute a homogenous economic group due to their different development levels. Most of the Member Countries are developing countries and 21 of them are the Least Developed Countries (LDCs).

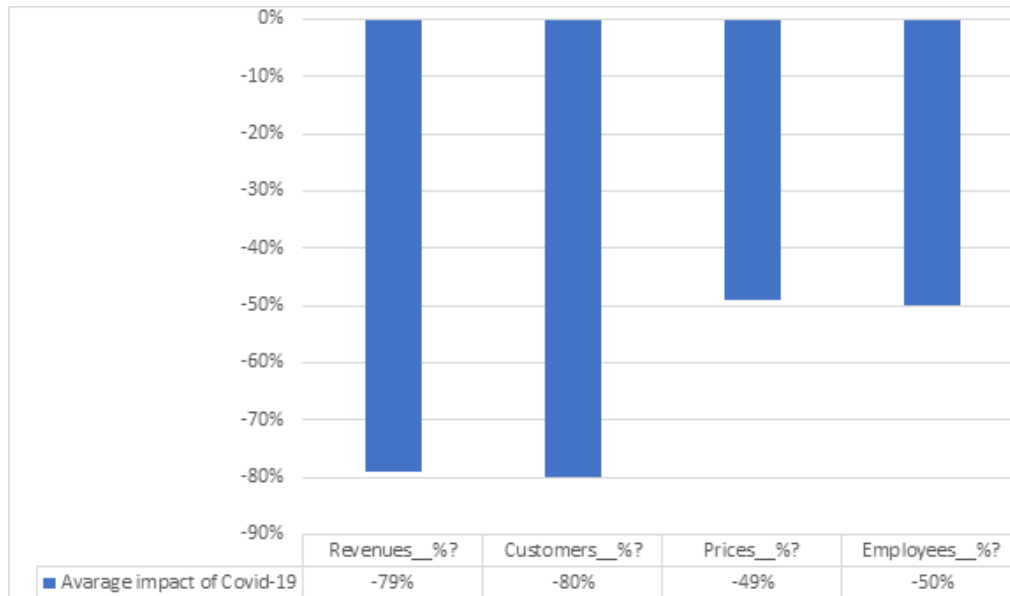
Given these conditions, it is expected that tourism might play an important role in economic development regarding particularly foreign exchange income, employment, sustainable development and poverty alleviation in the Member Countries.

According to WTTC, the total contribution of Travel & Tourism to OIC GDP in 2018 was \$589.3 billion (8.8% of GDP) in the OIC member states. Because of the Covid-19 the global GDP contribution declined from 10% in 2019 to 5% in 2020. A similar decline is forecasted in OIC. The total contribution of travel and tourism on employment was 7.5% in 2019, declined to 6.2% in 2020 corresponding to a loss of 8.6 million jobs in OIC. Fortunately, tourism is expected to create 59.4 million jobs by 2029 (WTTC. 2019, 2022).

Like many destinations, the tourism sector in the OIC countries was affected negatively by the pandemic. Estimations show that the OIC countries hosted 70.4 million international tourists in 2020 instead of a baseline projection of 277.8 million. In addition, tourism receipt also declined to 78 billion USD instead of the projected 233.3 billion USD. In 2021, based on the data of the UNWTO, the average tourist arrivals in the OIC group declined by 78.7% and the receipts contracted by 62.9% over 2019. Destinations OIC-Asia region and Sub-Saharan Africa both suffered 75% decrease in tourist volume whereas OIC-MENA experienced a 61% decrease in arrivals. As a result of the pandemic, the average contribution of tourism to employment in the OIC countries declined from 7.5% in 2019 to 6.2% in 2020, corresponding to an estimated loss of 8.6 million jobs. The size of the loss in GDP generated by the travel and tourism sector was estimated as 293 billion USD in 2020 in the OIC (SESRIC, 2022).

Due to a significant reduction in tourist arrivals and tourism receipts in 2020, the contribution of travel and tourism activities to GDP in the OIC group decreased from 8.1% in 2019 to 4.3% in 2020. The contraction in tourism industry resulted in a loss of USD 4.5 trillion in the global GDP during 2020. In the same year, the decline in travel volume resulted in 62 million job losses in the world, of which 8.6 million occurred in the OIC countries. The share of tourism in GDP also decline from 10.4% in 2019 to 4% in 2020 (SESRIC, 2022).

Figure 13. Impact of Covid-19 on Performance Indicators (%)

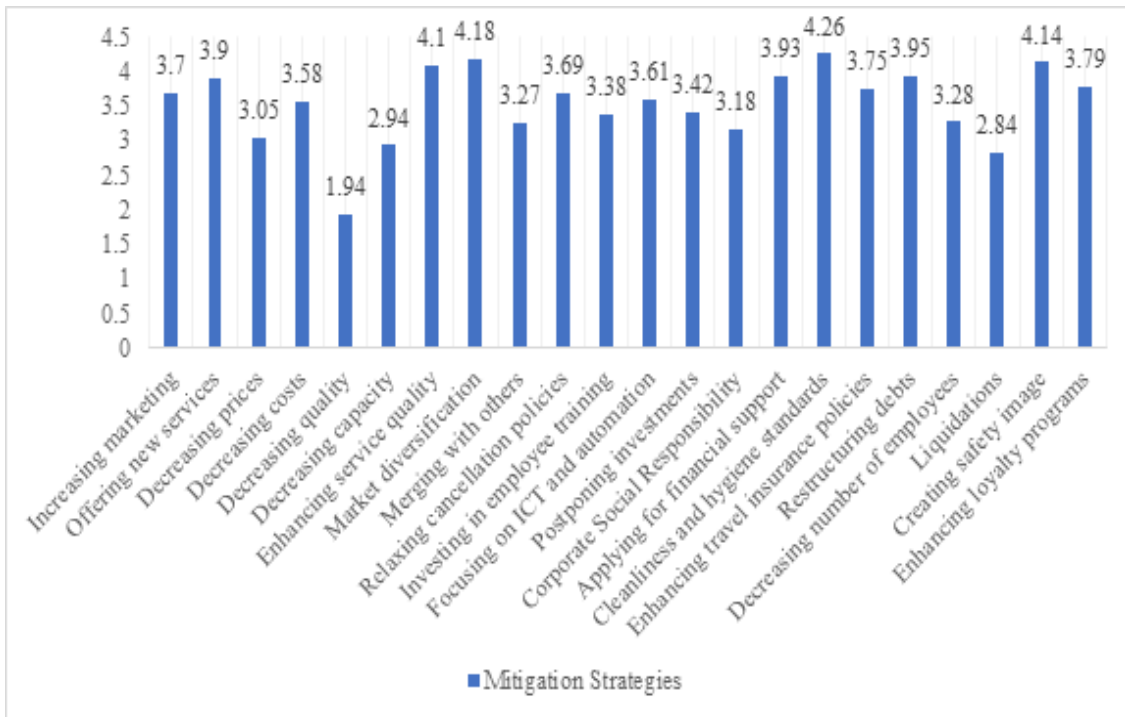


Source: COMCEC, 2021

Based on 276 responses from industry professionals operating in different OIC countries, COMCEC has measured the impacts of Covid-19's on OIC tourism organizations based on declines in revenues, customers, prices and employees as the main indicators. On the average, OIC tourism organizations are expected to lose 79% of their revenue, 80% of their customers, and 50% of their employees. The industry representative also envisioned a 49% decrease in prices as shown on figure 13 (COMCEC, 2021).

Literature suggests various crisis strategies used by tourism organizations such as decreasing costs, enhancing marketing communications, decreasing capacity and so on. These strategies were also explored by COMCEC (2021) on an organizational report on mitigation strategies in tourism amid Covid-19 in OIC countries. Tourism Industry representatives were also asked about the importance of these organizational strategies that are used to mitigate the impacts of Covid-19. Enhancing cleanliness and hygiene standards (4.26), Market diversification (4.18), Creating safety image (4.14), Enhancing service quality (4.1), Restructuring debts (3.95) and Applying for financial support (3.93) were listed as the most important organizational strategies. Details of OIC tourism industry mitigation strategies and their ratings are shown on figure 14 below.

Figure 14. Tourism Industry Covid-19 Mitigation Strategies in OIC

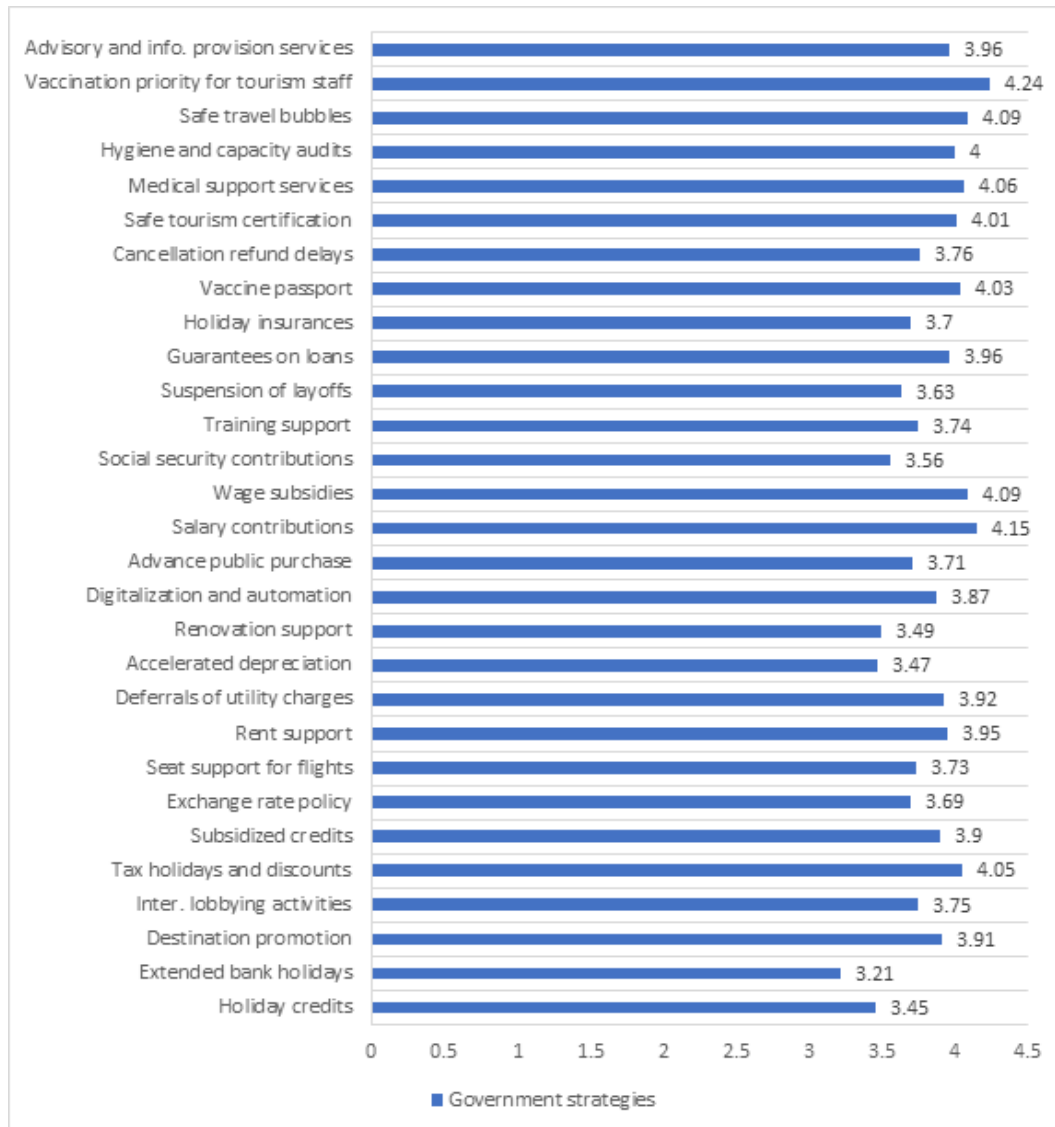


Source: COMCEC, 2021

The same report (COMCEC, 2021) explored effectiveness of government mitigation strategies in OIC based on empirical data collected from tourism industry representatives. Most generic subventions overlook the less established, micro-entrepreneurial and informal nature of tourism businesses. These small lifestyle businesses and freelance entities operating in tourism lack resources to institutionally represent themselves and apply for generic support (AEIST, 2020). In this report, government mitigation strategies during Covid-19 were compiled based on a qualitative research and literature review.

The importance of these mitigation strategies were then rated by the industry experts operating in OIC member countries. Based on their responses; Vaccination priority for tourism staff (4.24), Salary contributions for tourism employees (4.15), Safe tourism corridors and bubbles (4.09), Wage subsidies (4.09), Medical support services (4.06), Tax holidays and discounts (4.05), Establishing vaccine passport systems (4.03) and Safe tourism certificates (4.01) were identified as the most important government subsidies. The list of government subventions rated by the OIC tourism experts are displayed below;

Figure 15. Importance of Government Mitigation Strategies.



Source: COMCEC, 2021

Lack of tourism receipts is detrimental to foreign exchange income and thus the economy of many OIC countries. Unfortunately, despite Covid-19 being a major crisis, OIC countries have already been facing various other crises besides the past epidemics, including political conflicts, terrorist events, natural disasters, etc. Hence, OIC also needs to prepare and establish risk and crises management procedures to create a more crisis immune and competitive tourism industry.

This is also a period of investment and capacity building and workout long-standing problems within OIC tourism. Destinations use this time to restructure, improve and invest on infrastructure, human resources, digital platforms, and destination governance. Among these

problems are low service quality, low per capita tourist spending and leakages from local economies. The tourism industry in the OIC has been developing at a rapid pace. Yet, the increase in income generated in tourism is well below the growth rate in the volume. Therefore, OIC tourism is not able to reflect the volume increase in per capita spending. The average tourist spending was around 750 USD below the crises, which is well below the global average of 1,000 USD. Yet, Covid-19 succeeded to increase per tourist spending to 985 USD in 2020 in OIC countries. Yet the same year in 2020 global average tourist spending was around 1350 USD. In 2022 the average spending declined back to 1050 USD per tourist.

The Corona pandemic forced the tourism system to stop in its tracks, which may be a once-in-a-lifetime opportunity for tourism to re-invent and re-structure itself and 'build back better'. Hence, if member countries invest in tourism service quality and try planning the disturbed balance between tourism supply and demand in a sustainable manner, there are also some opportunities.

One reason for this low per capita spending is the scarcity of tourism activities and low quality of services. Because of limited human and financial capital, OIC countries also tend to import know-how in the form of franchises. Despite international brands and management firms enhancing the service quality, they also create substantial leakages from the economy in profits and commissions transferred to the franchisor, foreign staff wages and management fees. One way to solve these obstacles is by encouraging tourism entrepreneurship and building local entrepreneurship capacities. Hence, governments might be more selective in their support for better quality services with higher input for local value chains.

OIC also needs to have a central governance structure at the OIC level to coordinate and invest long-term resilience against the crises. Establishing standards to enhance restrictions free travel between OIC countries such as vaccine passports, shared rapid testing and online tracking systems, declare common health, safety, cleanliness and hygiene standards and audit systems for safe tourism certification within OIC, agree on general semaphore and rules for border closures within OIC would create a more credible and predictable environment for tourism industry within OIC for future crises particularly epidemics. Such an institution would also create economies of scale for various expenses on testing and tracking than each country investing on its own certification, tracking and so on.

Another implication is to establish Covid-19 free tourism bubbles that minimize contact and risk of infection by establishing and limiting tourist touch points and vaccinating tourism employees. There are two approaches to isolating the spread of the virus in tourism. One way is to immunize tourists through border restrictions (test, quarantine, vaccination) and the other way is to immunize and isolate locals through tourist bubbles. Travel corridors between certain countries with similar infection rates can also be established to prevent any incremental risk because of travel. Australia and New Zealand; the Baltic Countries (Latvia, Lithuania and Estonia); and the Schengen zone have taken steps to create these bubbles provided that the virus is continued at a level in travel corridor countries. These bubbles and corridors would also be established by the central governance at OIC. Information on Covid-19 and restrictions should also be disseminated to tourists (eg. instructions, regional infection rates, apps, hotlines) for these tourist bubbles to work effectively.

There is also a need to establish a Standard Semafor within OIC based on international collaboration, standards and collective effort to contaminate the impacts of epidemics to come. This is particularly important where each country responds with a different border policy instead of a unified, predictable response. Several countries and international organizations already introduced criteria that should be met before reopening particularly based on the number of new cases and infection rates. OIC needs to design its strategic path out of lock-down (museums, libraries, hotels, conventions, border restrictions, quarantines, vaccination passports, testing and tracing requirements) and make its destinations accessibility more predictable. Tourism activity is a matter of planning, particularly international travel is very sensitive to last minute changes. Using these guidelines for planning and systemizing gradual easing of restrictions within the OIC, the private sector can also design their operations.

Marketing communications, public relations and lobbying activities are also important, to create a safe image and build trust. Information provision, statistics, border restrictions, sanitation processes, safe tourism standards, certification, hygiene procedures and how these are monitored and audited are not only important activities but also these should also be supported and used in branding and repositioning OIC countries as safe destinations.

Based on the transformations expected OIC countries need to adopt their strategies and priorities products and markets based on the new normal. Previous research and empirical study based on OIC tourism experts confirmed nature based tourism and health tourism are more resilient and will be more popular. Focus should also be directed towards open-air activities, individual tours rather than mass package tours and activities.

Domestic tourism has also proven more resilient than incoming tourism. Therefore, special offers around holiday weekends and festivals should be prepared. The key is not necessarily to offer the cheapest prices, but rather to offer value-for-money particularly for domestic demand. Short hall domestic tourism has preceded international travel in various destinations (e.g. Russia, China). Several countries are already promoting domestic travel instead of international and rural tourism rather than urban tourism. Some countries are offering holiday vouchers within the country; some others extend bank holidays to encourage people to travel, and use cheap holiday credits and favourable holiday packages as other means of facilitating domestic tourism. Literature also confirms a destination is more resilient and competitive if there is strong domestic demand.

OIC tourism industry should also make better use of Information and Communication Technologies (ICT). The sustained impacts of Covid-19, new variants have created an unpredictable environment with changing border restrictions, and quarantine measures. Big data analytics used for scenario planning and decision effectiveness might collect and mine different crises and travel data and offer different scenarios about the volume, source markets and revenues. Adoption of rapid testing and tracking systems, coordinated cross-border testing and tracing will improve confidence among countries and better manage travel restrictions and quarantine measures allowing real-time information about contact information not only in destination country but also in generating country before travel.

Machine learning systems can be applied to the restaurant drive-through, online ordering and web-based hotel reservation processes. Robotics has also entered the kitchen on cooking lines

and hotel housekeeping functions and drones may be joining home delivery applications for restaurants. Many restaurants utilizing robots are now doing the same amount of work with 50% fewer individuals. Creating touchless services and integration of ICT, robots and AI might not only also increase effectiveness of Covid-19 free travel bubbles but also support decision making in other areas of tourism policy and planning. There will be greater utilization of technology in the industry to improve the efficiency and effectiveness of how we deliver our products and services. In order to create both high-tech and high-touch services, the OIC tourism industry needs to invest in technology, AI, touchless service processes and service robots. Integrating information collection, scenario planning, research and data analysis into risk management strategies will also deliver better precision in decision making and forecasting.

Enhancing tourist experience is another major strategy that might be invested while restructuring the industry after Covid-19. Investing in both physical infrastructure, governance and human resources during this period will create a much more competitive tourism industry within OIC. Major renovations and infrastructure investments can be utilized, local governance structures and collaboration between public and private sectors can be strengthened, and the quality and quantity of potential human resources in tourism can also be enhanced by providing training and online courses. Restructuring should also be planned based on transformations in the market from mass tourism to more customized and sustainable versions of tourism. The tourism industry should also be more flexible in design and tourism resources should be able to be used in other areas in case of crises (e.g. tourism staff in hospitals, tourism vehicles in delivery services, hotels as hospitals and so on.)

The Corona pandemic forced the tourism system to stop in its tracks, which may be a once-in-a-lifetime opportunity for tourism to re-invent itself and 'build back better'. Enhancing intra-OIC travel, creating travel bubbles between countries, encouraging domestic tourism and family travel, subsidizing tourism for a more resilient industry, investing in collaborative planning, crisis management, and branding are among other strategies to support the tourism industry. This period can also be seen as an opportunity to fix structural problems in the industry concerning sustainability, over-tourism, climate change, human resources, low per tourist spending and destination governance.

Hence, member countries need to find new ways to adopt the new normal in tourism and support the growing tourism industry at OIC. Safety and security concerns and political stability are also emerging as major challenges for OIC member states. It is assumed that these issues will continue to cause difficulties in the years ahead. Governments should work hard to ensure tourists' safety and minimize the impact of security threats and health concerns. Epidemics, terrorist incidents, refugee crises are still important obstacles for tourism in the region. The strength of the US dollar relative to other currencies is shifting the price competitiveness among destinations and will affect market share and rankings of OIC destinations.

Besides risk and crises management strategies and recovery measures, OIC governments should also focus on their tourism industry's long-term competitiveness. Enhancing entrepreneurial activities in tourism might enhance utilization of tourism potential within OIC and trigger innovation and destination development. Investing in infra-structure in OIC destinations, adjusting the legislation and bureaucracy for and creating a better investment environment by subsidies, credits, land allocations, tax reductions, offering capacity-building programs for local



human resources and discriminating local entrepreneurs, intra-OIC investors and brands and facilitating sustainable planned development of member country destinations are alternative strategies particularly after Covid-19. Unfortunately, despite Covid-19 being a major crisis, OIC countries have already been facing various other crises besides the past epidemics, including political conflicts, terrorist events, natural disasters, etc. Hence, OIC also needs to prepare and establish risk and crises management procedures to create a more immune and competitive tourism industry.

This is also a period of investment and capacity building and workout long-standing problems within OIC tourism. Among these problems are low service quality, low per capita tourist spending and leakages from local economies. The tourism industry in the OIC has been developing at a rapid pace. Yet, the increase in income generated in tourism is well below the growth rate in the volume. Therefore, OIC tourism is not able to reflect the volume increase in per capita spending. The average tourist spending was around 750 USD below the crises, which is well below the global average of 1,000 USD. Yet, Covid-19 succeeded to increase per tourist spending to 985 USD in 2020 in OIC countries. Hence, if member countries invest in tourism service quality and try planning the disturbed balance between tourism supply and demand in a sustainable manner, and eliminate bad apples by supporting good practices, there are also some opportunities.

Recognising this challenge in 2022 COMCEC commissioned another research study on “Sustainable Human Resources Management in Tourism Sector”. The report confirms tourism as a labour intensive industry and human resources quality in tourism is acknowledged as a major competitive advantage. Because of the pandemic 62 million tourism jobs were lost in 2020, the proactive action of some governments around the world has effectively enabled the sector to save millions of jobs and livelihoods at risk through retention schemes and mitigation support for the industry. Yet, staff shortages became as one of the key issues for recovery from COVID-19 in tourism. As demand for travel and jobs starts to rise, a sufficient labour force is required to fill the available vacancies and enable the sector to recover. A combination of factors such as workers calling in sick from COVID-19, the sluggish pace of rehiring displaced workers, and the movement of workers to other sectors has resulted in a disequilibrium between the demand for, and supply of, labour. Another key contributing factor is that travel restrictions during the pandemic have led to a fall in the number of migrant workers who are vital to the sector. As a result, Travel & Tourism businesses are struggling to fill available job vacancies (WTTC, 2022).

While staff shortages in 2021 were concentrated in the accommodation and hospitality segments of the sector, in 2022 the lack of labour has spread to the transportation segment particularly in the airline industry. To ensure that shortages do not remain an issue in the longer term, it is important to implement and sustain policies that facilitate labour mobility, flexible and remote work, decent work and pay, upskill and reskill the workforce, promote education and training, and strengthen collaboration at all levels, whilst leveraging technological and digital solutions (WTTC, 2022).

Facilitating labour mobility within OIC, encouraging flexible and remote work, encouraging decent work and employee benefits in tourism, developing and supporting skilled workforce, promoting career opportunities within tourism, strengthening collaboration among tourism

industry and educational institutions and adopting ICT are among strategies offered to create a sustainable human resources management in OIC tourism.

The report also concludes with several policy recommendations:

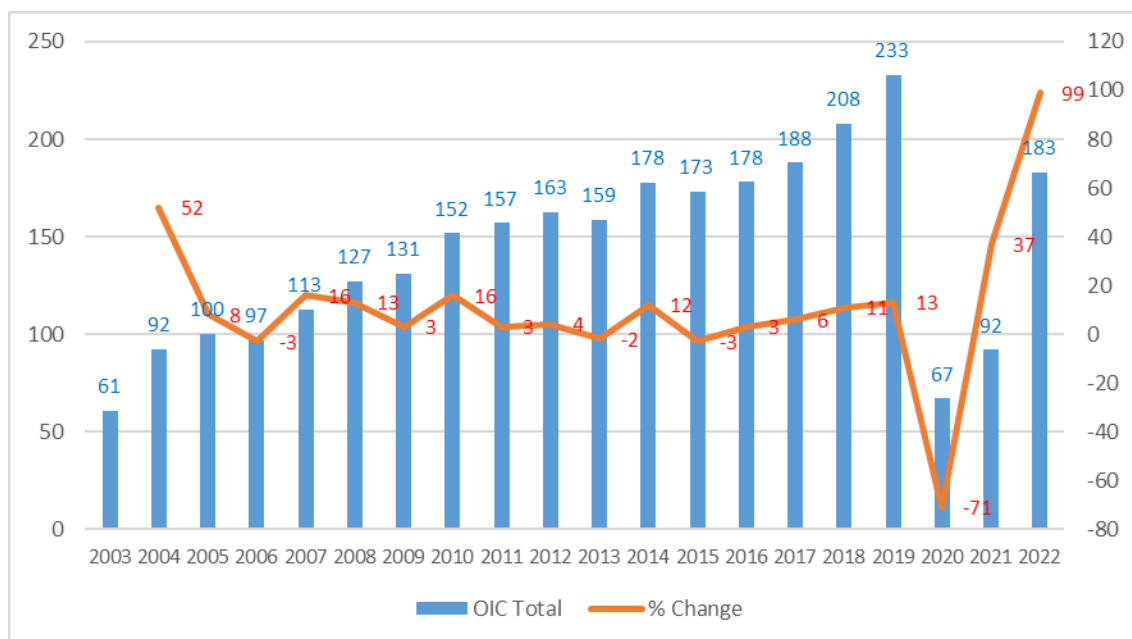
1. Closing the gap between industry needs and formal education
2. Standardizing job descriptions and specifications in tourism
3. Endorsing certification and recognition of tourism education diplomas
4. Improve career opportunities and working conditions of tourism employees
5. Adopting to digitalization and AI technologies
6. Facilitating academic research on motivation and career development in tourism
7. Tourism insurance fund to be established to sustain tourism human resources during crises
8. Expectations and motivations of generation Z to be addressed and adopted to Human Resources processes.
9. Tourism jobs to be adopted to changing structure of demographics and aging potential staff
10. Discourage part-time and seasonal employment by subsidizing long-term recruitment.
11. Encourage involvement of disadvantaged groups in tourism employment such as women and migrants.

Another reason for the low per capita spending in OIC is the scarcity of tourism activities and low quality of services. Because of limited human and financial capital, OIC countries tend to import know-how in the form of franchises. Despite international brands and management firms enhancing the service quality, they also create substantial leakages from the economy in profits and commissions transferred to the franchisor, foreign staff wages and management fees. One way to solve these obstacles is by encouraging tourism entrepreneurship and building local entrepreneurship capacities. COMCEC already commissioned a research report on “Promoting Entrepreneurship for Tourism Industry Competitiveness in The OIC Countries” which will be published in 2023. The preliminary findings of this study are discussed in section 5.

Considering the modest share of the OIC Member Countries in the international tourism market, it is evident that the inherent potential has not yet been fully realized and manifested itself at desirable levels. The OIC Member States need to understand how they can strengthen the position of their tourism industry in response to current global economic challenges and remain competitive among emerging destinations within a sustainable development perspective. Enhancing intra-OIC travel, creating travel bubbles between countries, encouraging domestic tourism and family travel, subsidizing tourism for a more resilient industry, investing in collaborative planning, crisis management, and branding are among other strategies to support the tourism industry. This period can also be seen as an opportunity to fix structural problems in the industry concerning sustainability, over-tourism, climate change, and destination governance.

Figure 16 displays international tourism activity in the member countries in terms of both tourist arrivals and tourism receipts in recent years. Due to lack of data on the number of tourist arrivals and tourism receipts of some countries, some estimations have to be made. During the 2010-2014 period, shown in Figure 16, there was a trend of increasing tourist arrivals, however, in 2015 the number of tourist arrivals decreased from 178 million to 173 million in OIC Member States and reached 2014 numbers back in 2016. The share in the total international tourist arrivals worldwide decreased from 14.6 percent in 2015 to 14.4 percent in 2016. Between years, 2017 and 2019 OIC tourism had a historical record in arrivals, around 10%. However, the pandemic resulted in a decrease of 67%, in 2020 that started recovery by almost 37% in 2021 and a further 99% in 2022 compared to 2021. OIC welcomed 19% of global tourist arrivals in 2022, this ratio was 16% in 2019 pre-pandemic year. Yet, OIC tourist arrivals are still 23% below 2019 pre-pandemic year.

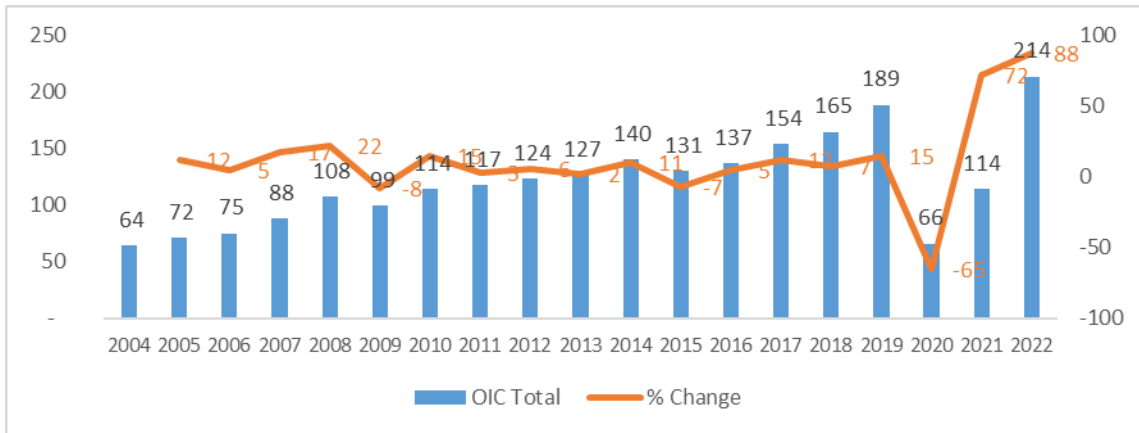
Figure 16. Tourist Arrivals in the OIC Member Countries



Source: Adopted from UNWTO, 2023c

The number of tourism receipts of the member countries increased from \$114 billion in 2021 to \$214 billion in 2022, corresponding to a 22 percent share in world's total tourism receipts. This ratio was 14% in 2019 pre-pandemic period. The pandemic resulted declines up to 66% in 2020 which also started to recover with 72% in 2021. 2022 receipts experienced another 88% increase based on 2021 and already exceeded the pre-pandemic year of 219 by 19%. The receipts also show that average spending per tourist increased from 811 USD in 2019 to 1169 USD in 2022 and making it the first year that OIC average tourist spending surpassed global average at 1041 USD. Considering OIC have been performing well below average spending for decades, pandemic resulted in various positive transformations for OIC tourism as well.

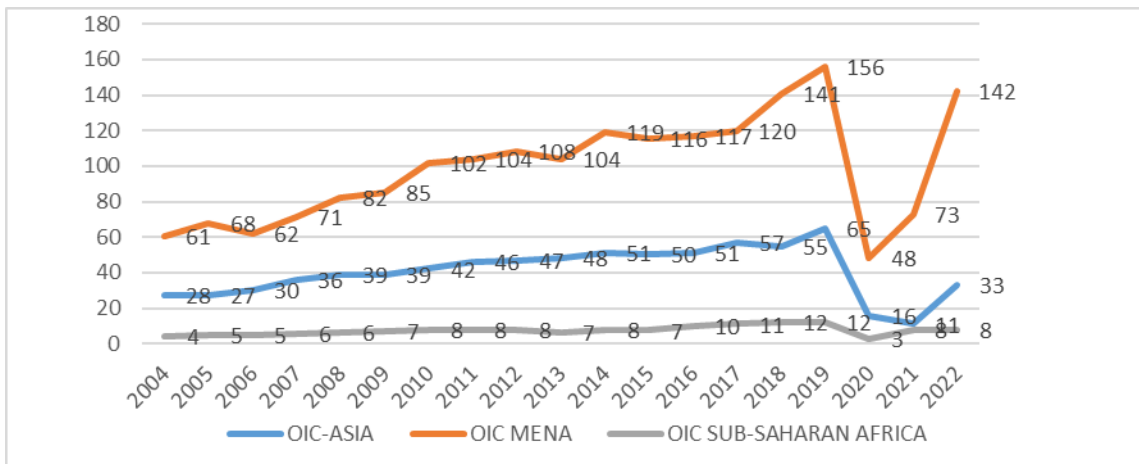
Figure 17. Receipts in the OIC Member Countries



Source: Adopted from UNWTO, 2023c

It can be useful to analyse the arrivals trends by grouping the OIC member countries as OIC-MENA, OIC-Asia, and OIC-Sub-Saharan Africa, which is provided at Figure 18. As displayed in the figure OIC-MENA has the biggest share among tourist arrivals in the member states. In this region, after a decline from record high arrivals in 2019, the number of tourist arrivals increased from 48 million in 2020 to 73 million in 2021 and 142 million in 2022. However, this volume is still 10% less than 2019 pre-pandemic arrivals. OIC Asia on the other hand experienced further declines from 16 million in 2020 to 11 million in 2021. With the late opening of major source markets (i.e. China) OIC-Asia welcomed 33 million tourists in 2022, still only reached half of its pre-pandemic volume. Continued impacts and travel restrictions in the region had significant impact on 2021 and 2022 arrivals. Africa on the other hand increased their arrivals from 3 million in 2020 to just below 8 million in 2021 with a very slight increase also in 2022 just above 8 million arrivals still 33% lower than 2019 volume.

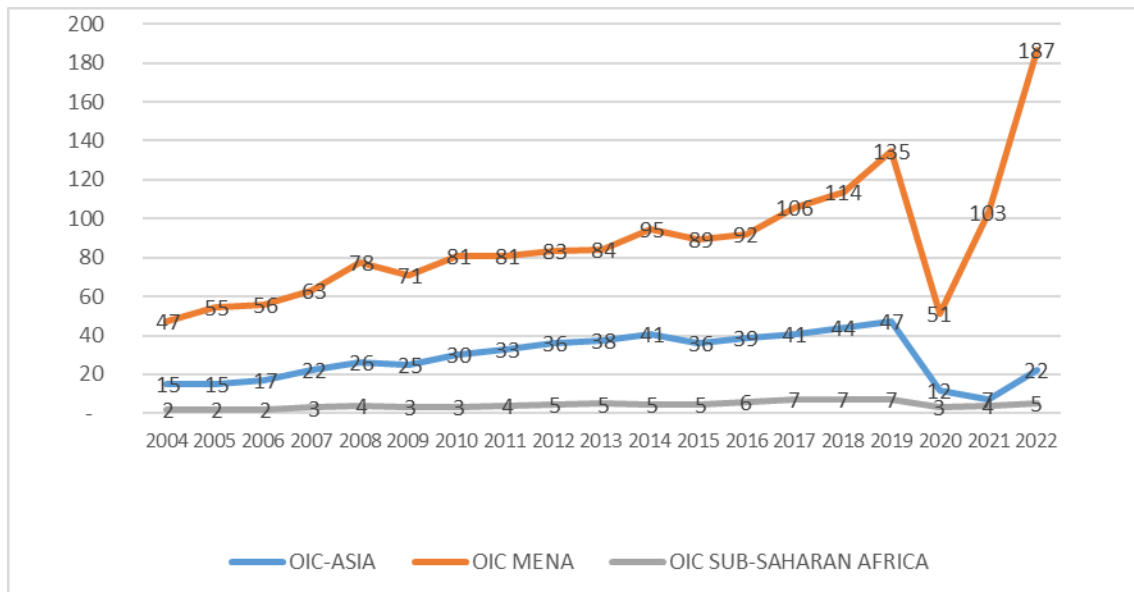
Figure 18. Tourist Arrivals in the OIC Sub-Regions (Millions)



Source: Adopted from UNWTO, 2023c

According to available data, tourism receipts in OIC Mena started to recover after a historical high 135 billion USD in 2019 to 51 billion USD in 2020. The receipts first increased to 103 billion USD in 2021 and surpassed the pre-pandemic period by 39%, reaching 187 billion USD in 2022. This is record high receipts for OIC-MENA and 82% higher than 2021. Impacts of Covid-19 and resulting extended travel restrictions in source markets continued to affect OIC-Asia in 2020 receipts fell first to 12 billion in 2020 from 47 billion in 2019 and then to seven billion in 2021. Receipts almost tripled in 2022 reaching 22 billion, however this only makes 47% of the pre-pandemic receipts in 2019. Despite its success in recovery concerning arrivals, OIC-Sub Saharan Africa receipts are more stable considering receipts 3 billion in 2020, 4 billion in 2021 and 5 billion in 2022. OIC-Sub Saharan Africa region's receipts were around 7 billion before the pandemic in 2019. It is important to note that exchange rate fluctuations can represent comparisons in total spending between countries, as well as changes in absolute terms over time. For example, if the US dollar appreciates versus the currency of one-member state, tourism spending in this country translates into a lower amount of US dollars from one year to another. This does not necessarily mean that spending was lower, but simply that the same amount of that country's currency converts into less dollars. Moreover, receipts were also affected by the mega-events organized in the OIC regions such as the World Cup in 2022. For example, the average receipts of Qatar and UAE approached were both more than 2500 USD per tourist.

Figure 19. Tourism Receipts in the OIC Sub-Regions

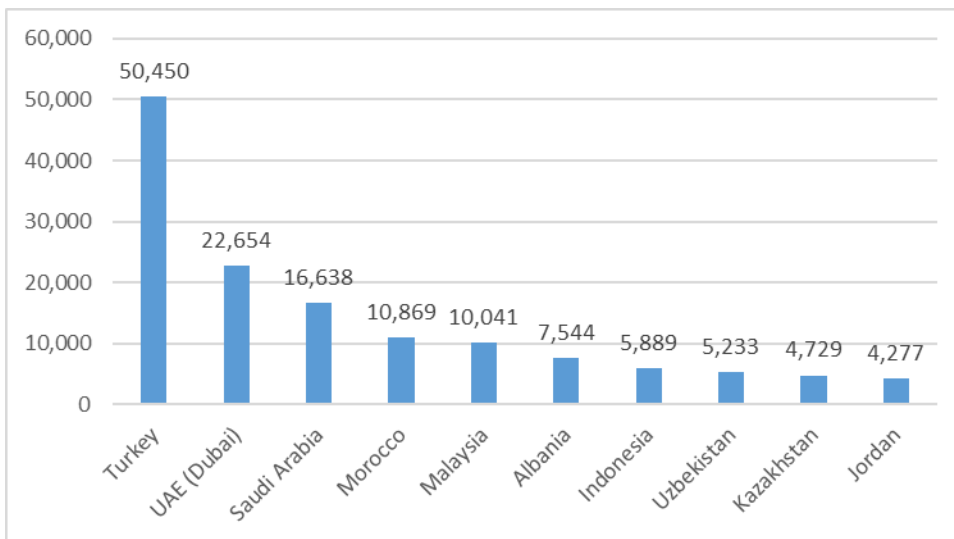


Source: Adopted from UNWTO, 2023c

The distribution of the tourist arrivals and tourism receipts among the OIC Member States has demonstrated the fact that international tourism in the Member Countries is concentrated in a few countries. In terms of tourist arrivals, Türkiye, UAE, Saudi Arabia, Morocco, Malaysia, Albania, Indonesia, Uzbekistan, Kazakhstan, and Jordan were the top 10 international tourist destinations among the Member Countries in 2022. As shown in the figure 20, these 10 countries together hosted around 138 million international arrivals in 2022. These countries host more

than 75% of the arrivals to OIC. Türkiye (4<sup>th</sup>) and Saudi Arabia (13<sup>th</sup>) were also ranked in the top 20 countries in terms of arrivals in the World. Some countries, particularly OIC members in Asia such as Malaysia and Indonesia have suffered from the impacts of pandemic and extended travel restrictions on their source markets. Countries with limited restrictions during Covid-19 such as Albania, Uzbekistan and Kazakhstan had made it to the top ten list in 2022. The visa regime of countries towards Russian citizens also affected the results.

Figure 20. Top 10 OIC Tourism Destinations in Arrivals (Thousand) (2022)

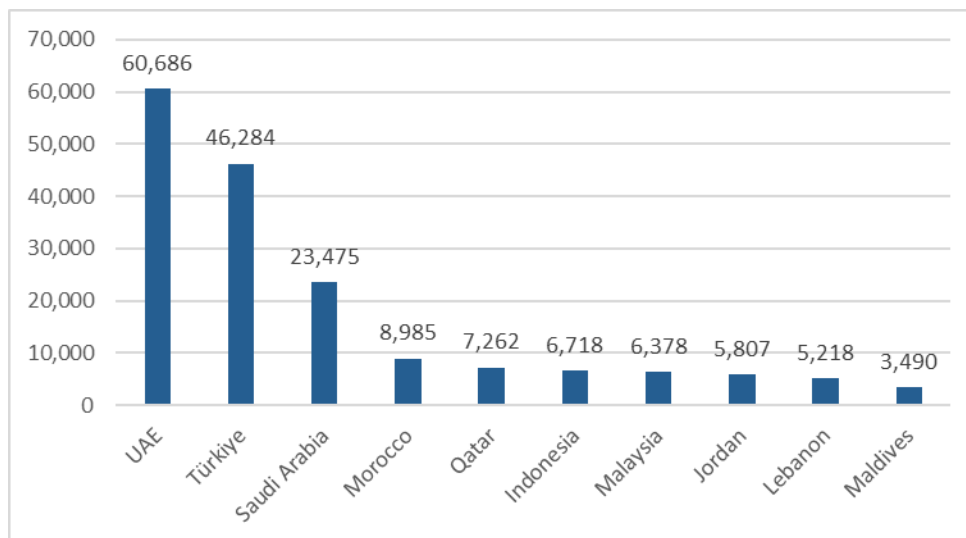


Source: UNWTO, (2023c).

Concerning the international tourism receipts, UAE, Türkiye, Saudi Arabia, Morocco, Qatar, Indonesia, Malaysia, Jordan, Lebanon and Maldives make the top 10 Member Countries, as shown in Figure 21. These countries earned almost 175 billion USD as international tourism receipts in 2022. This makes 82% of total OIC receipts and the first three countries (UAE, Türkiye and Saudi Arabia) made 61% of the receipts. UAE (4<sup>th</sup>), Türkiye (6<sup>th</sup>) and Saudi Arabia (11<sup>th</sup>) were also ranked at top 20 list in terms of receipts in the World in 2022. Particularly gulf countries experienced an extraordinary growth compared to pre-pandemic year of 2019. Mega events in the region (e.g. World Cup, World Expo) not only attracted millions but also increased average spending.

Ranked as the 4<sup>th</sup> global destination concerning arrivals, Türkiye hosted more than 50 million tourists in 2022 reaching almost her pre-pandemic volume. Türkiye ranked the 6<sup>th</sup> in terms of tourism receipts in 2022 already surpassed pre-pandemic receipts by 20%. During the first seven months of 2023 Turkey hosted around 30 million tourists which is 16% higher than 2021 and even 8% better than the 2019 pre-crises performance. Another OIC country that made it to the top 20 concerning tourist receipts Saudi Arabia also exceeded their pre-pandemic receipts by almost 50% during 2022 (UNWTO, 2023a).

Figure 21. Top 10 OIC Tourism Destinations in Receipts in 2022 (Million US \$)



Source: UNWTO (2023c)

UAE exceeded her pre-pandemic volume by 5% in 2022 putting the region as the 12th in the World concerning arrivals. Preliminary statistics for receipts are also outstanding reaching almost 61 billion USD in 2022. Saudi Arabia is another country that made it to the top 20 destinations in the World concerning receipts. Saudi Arabia exceeded her pre-pandemic receipts by 43% and reached 95% of her 2019 volume concerning arrivals. Malaysia and Indonesia, historically strong destinations in OIC suffered from the extended travel restrictions particularly in their source markets and performed much below their 2019 performance. Albania continued its growth both in terms of receipts and arrivals. Morocco, Jordan, Qatar and Maldives also almost recovered from the pandemic all exceeding their 2019 receipts.

As in the case of OIC tourist arrivals, the Figure 21 indicates that tourism receipts in the OIC countries are concentrated in a small number of countries, almost the same countries of the main COMCEC tourist destinations. The remaining OIC Member Countries' tourist arrivals and tourism receipts data are given in Appendix (Table 1 and Table 2) most OIC member statistics are not yet available for 2022.

Safety and security concerns and political stability are emerging as major challenges for OIC member states, and it is assumed that these issues will continue to cause difficulties in the years ahead. Governments should work hard to ensure the safety of tourists and to minimize the impact of security threats. Terrorist incidents, refugee crises are still important obstacles for tourism in the region. The strength of the US dollar relative to other currencies is shifting the price competitiveness among destinations and will affect market share and rankings of OIC destinations.

## **Promoting Entrepreneurship for Tourism Industry Competitiveness in The OIC Countries**

The COMCEC Tourism Working Group in its 20th and 21th Meeting, focuses on tourism entrepreneurship in OIC and provide recommendations on the identification, development, facilitation and management of entrepreneurship for a more competitive and sustainable tourism industry within member countries.

In addition to its generic benefits such as innovation, growth and increased tax revenues, entrepreneurship in tourism, as an export industry, usually generates more foreign exchange and, as a human intensive sector, creates more employment. OIC tourism has also been growing rapidly. Yet major problems emerge for tourism in OIC countries. First of these is the low quality in HR and thus tourism services. The level of service quality also affects the per capita income from tourism and OIC countries receive 20-25% less income per tourist than the World average. Another major problem is the amount of leakages. Because the HR capacity and know-how is limited, OIC countries tend to import know-how in the form of tourism organizations and brands as management firms and franchises. These also create substantial leakages from the economy in the form of profits and commissions transferred to the franchisor, foreign staff wages and management fees.

Developing entrepreneurial capacities in tourism would also solve these problems in OIC tourism industry. Entrepreneurial activities will create a competition that would force suppliers to improve service quality, professionalism and standards. When the service quality improves suppliers would be able to charge higher prices. Entrepreneurship would also enhance the variety of the products, services and activities. The diversity of activities might also extend the motivation of tourists to stay more which would increase average night of stay and thus the per tourist spending. Successful entrepreneurs from OIC might choose to expand into franchising their brand internationally, this would also minimize the leakages from OIC economies.

In addition, while tourism entrepreneurship contributes to the economic welfare of the local people; it helps to improve the life standards of residents. It is important to create enough demand for a tourist destination to obtain sufficient tourism income. Establishing this demand is possible only when it is met with sufficient supply. The availability of touristic resources to the use of tourists can only be achieved with the enterprises providing the desired services. Increasing the number of these enterprises and supporting them therefore is important for the development of tourism in the region.

Considering entrepreneurship, tourism offers a certain context in terms of identifying entrepreneurship opportunities and transforming these into tourism products and services. Unlike other sectors, tourism entrepreneurship involves multiple stakeholders through a collaborative strategy that is focused on economic yield while respecting environmental, social, and cultural values which constitute the main products in tourism. Tourism is also seasonal, intangible, service oriented, intercultural, and dominated by SMEs. Tourism entrepreneurship not only brings many positive results to individuals and businesses, but also directly contributes to the development of the regions. Besides the direct effects on employment, income and

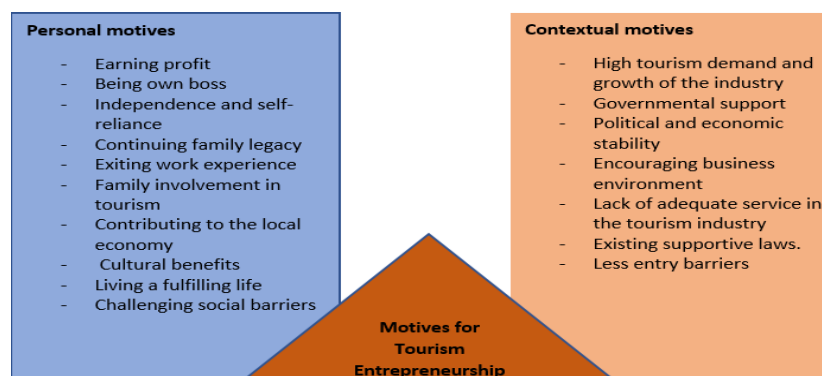


innovation in tourism entrepreneurship have indirect and induced effects on other industries because of higher multiplier. Therefore, there is a positive and direct relationship between regional and local entrepreneurship practices and regional tourism development. Hence there is a need to explore the current state of tourism entrepreneurship in tourism and understand the nature, size, and volume of barriers and challenges hindering market entry and entrepreneurial activity within OIC tourism industry.

The analytical report is based on a mixed-method approach drawing on three case study OIC member countries namely, Jordan, Türkiye and the Gambia. Findings suggest that tourism entrepreneurs in OIC member countries are typically driven by various motives for venturing in tourism and hospitality. These motives can either be personal motives or contextual motives. Personal motives are often shaped by both economic and social values such as the desire to make profit, desire to be own boss, seeking independence and self-reliance, desire to continue family legacy, exiting work experience in the field, family involvement in tourism, desire to live a fulfilling life, desire to contribute to the local economy, interest in the cultural benefits of tourism, and challenging social barriers. The economic benefits of venturing in tourism such as generating income, achieving independence, and being own boss have been widely highlighted.

Along the personal motives, tourism entrepreneurs in OIC seem to be driven by various contextual motives including high tourism demand and growth of the industry, support from the government, political and economic stability, encouraging business environment, lack of adequate service in the tourism industry, less entry barriers (know-how and initial capital), and existing supportive laws. In many OIC countries, tourism is flourishing and is likely to further grow in the coming decades. Tourism entrepreneurs involved in the study highlight the opportunity in the market as evidenced in the high tourism demand and growth in the industry as a crucial factor underling their decision to venture in tourism. It is worth mentioning personal and contextual motives are intertwined in such that tourism entrepreneurs can be driven by a several different factors, both personal and contextual, at the same time.

*Figure 22. Entrepreneurial Motives in Tourism*



Source: COMCEC (2023)

The study also identifies a range of barriers or challenges that tourism entrepreneurs are likely to navigate over different stages of their business. Finding show that financial challenges, legislative barriers, infrastructure, market issues, and situational factors are the key barriers

hindering tourism entrepreneurship. In terms of financial challenges, tourism entrepreneurs mention several barriers including lack of initial capital, accessibility to loans, access to financing, high prices of energy/water bills, high rental prices, high operational costs, and economic instability. Not less significant than the financial challenges are the legislative barriers. High taxes, restrictive laws, outdated existing laws, unstable existing laws, vague legislative structure, lack of reliable data for investors, and bureaucracy appear to be prominent challenges. Infrastructure-related barriers were also highlighted by tourism entrepreneurs. Specifically, unreliable water and electricity supply, poor accessibility to beaches, and poor internet services were viewed as key barriers. High competition, shortage of trained and qualified human resources, fluctuation in tourist arrivals, seasonality, weak efforts to diversification of tourism products, finding a suitable location, and the industry being dominated by foreign/international businesses (e.g., foreign tour operators) were also mentioned as key barriers that are inherently associated with tourism and hospitality business. Some tourism entrepreneurs also highlight some situational factors such as crisis (e.g., Ebola and Covid-19), instability in the region (e.g., middle east), and bias towards women (i.e., gender gap) as potential challenges with significant negative impact on their tourism entrepreneurial activities.

One key objective of this report was to understand the role of the government in supporting tourism entrepreneurship. The findings suggest that tourism entrepreneurs are aware of the government's role in encouraging and supporting tourism entrepreneurship. They benefit from a wide range of resources made available by the government including tax reductions, land allocations, and advisory support. However, despite exiting support, tourism entrepreneurs and tourism experts raise concerns and advocate for more improvement. Specifically, there is seems to be agreement on the need to streamlining licensing and business registrations procedures, updating existing regulations, improving infrastructure (e.g., roads, water and electricity supply), applying a more encouraging tax exemptions, and increasing destination marketing efforts. Other issues such as training tourism and hospitality staff, encouraging niche tourism, improving the attractiveness of tourism jobs by involving them in social security systems, awarding well performing tourism businesses, encouraging low cost flights to destinations, decentralizing support to tourism businesses through empowering local authorities (e.g., municipalities), and improving accessibility to tourism sites.

Finally, based on field case studies and qualitative and quantitative data collected from three OIC member countries, the report concludes with policy recommendations oriented towards promoting entrepreneurship in the OIC member countries. Overall, there seems to be a wanting need to create a friendly entrepreneurial ecosystem through streamlining existing regulatory frameworks and licensing procedures and reducing bureaucratic barriers. This is crucial to encourage and promote venturing in tourism. In the aftermath of the pandemic, many OIC member countries suffer from increasing inflation rates and high interest. This has created burden on existing tourism and hospitality businesses and seems to be a prominent challenge.

*Table 5. Government Support for Entrepreneurship in Tourism*

<b>Tax reductions</b>
<b>Tax exemptions</b>
<b>Lower interest rates</b>

<b>Providing policy encouragement and incentives</b>
<b>Finance scheme for small and medium enterprises</b>
<b>Reducing bureaucratic procedures</b>
<b>Improving labor laws</b>
<b>Creating a supportive legal frameworks/procedure</b>
<b>Credit/loan facilities</b>
<b>HR support (social security contributions)</b>
<b>Helping entrepreneurs access networks</b>
<b>Offering entrepreneurial education and training</b>
<b>Land allocation</b>
<b>Fostering a culture of entrepreneurship</b>
<b>Encouraging innovation</b>
<b>Political stability</b>
<b>Legal assistance</b>
<b>Favorable Exchange Rate Policies</b>

Source: COMCEC (2023)

To mitigate the impact of these economic factors on entrepreneurship, governments in OIC member countries may introduce further incentives to both help existing business survive in times of crisis while also encouraging new enterprises enter the market. Unfortunately, adequate infrastructure remains a challenge in some OIC member countries preventing the provision of quality tourism services while creating barrier to tourism entrepreneurship. Efforts to develop accessibility through modern transportation systems and infra-structure, and reliable water/electricity supply are crucial to the success and sustainability of destinations and inherently entrepreneurship in tourism.

## **4. Importance of Tourism Cooperation in the Member Countries**

### **6.1 Tourism Potentials & Obstacles Faced in the Tourism Development and Cooperation in the Member Countries**

OIC Member Countries have potential for the development of a sustainable international tourism sector with rich and diverse natural, geographical, historical and cultural heritage assets. OIC Member Countries' performances in tourism sector indicate that the share of the Member Countries in the global tourism sector is behind full potential and there is still a great deal of scope for realizing their full capacity.

It is acknowledged that both established and new destinations need to plan and create the adequate conditions and policies concerning;

- Business environment
- Infrastructure
- Travel Facilitation

- Marketing
- Human resources

Therefore, the Member Countries can increase the social and economic benefits and minimizing negative impacts via utilizing the tourism potential.

*Figure 23. Tourism Opportunities in the Member Countries*

Natural Resources
Cultural Resources
Human Resources
Authenticity and novelty
Price competitiveness
Dynamism

Source: Author’s own elaboration

Tourism is a dynamic sector that is subject to political, social, environmental and technological trends, shaping tourist preferences, skill requirements of tourism related-jobs and structure of the tourism market. It is crucial for the Member Countries to engage in the long-term global tourism market trends and to build sound tourism policies in order to improve their competitiveness in the global tourism market.

There are many challenges faced by the Member Countries for developing their tourism sector and making it internationally competitive. Challenges faced in the tourism development are diverse as each country has its own tourism assets, level of development and national development priorities and policies. The challenges affecting tourism performance in the Member Countries ranges from, among others, insufficient tourism-related infrastructure and investments, unskilled tourism workforce to low-capacity tourism administrations and lack of safety and security (COMCEC Progress Report, 2013), as shown in Figure 6.2.

In order to address the challenge of insufficient tourism-related infrastructure and investments, the quality and efficiency of tourism infrastructure and services need to be improved in conformity with the international standards. To develop tourism-related infrastructure in the Member Countries, private sector’s resources can be utilized. In this respect, Public-Private Partnerships (PPPs) can be promoted and an enabling environment can be provided for attracting more FDI in the tourism sector. In the case of many Member Countries, these challenges still include the lack of technical know-how and the weak promotional activity.

Due to its labour-intensive nature, tourism sector requires a highly qualified workforce that has a direct effect on the quality of tourism services. Despite the fundamental awareness and basic perception of the economic importance of tourism as an industry and its positive impact as a potential source of foreign exchange earnings and employment, in many cases there is lack of trained tourism workforce. Thus, training programs and projects need to be developed for upgrading the quality of workforce in the member countries.

*Figure 24. Challenges Affecting Tourism Performance in the Member Countries*

Insufficient Tourism Investments and Infrastructure
Poor Tourism Planning & Product Development
Travel Facilitation Problems
Safety and Security Related Problems
Low Tourism Service Quality
Insufficient Marketing and Promotion
Insufficient Image Building and Branding

Source: Author's own elaboration

These challenges should be addressed for the sustainable growth of tourism sector in the Member States. These are common challenges among the countries; however, each member state should specify the high-priority challenges considering its own conditions and try to solve the problems in the tourism industry.

The issue of developing consistent tourism strategies and policies is also one of the main challenges facing many Member Countries, which are still experiencing difficulties in developing integrated tourism policies. Effective administration, data collection, regulation and institutional frameworks are important issues to be improved for the tourism activities.

The absence or weak publicity promotion and mass media exposure due to the limited communication systems and technological services are other obstacles for tourism development in the OIC Member Countries. It is recognized that electronic media (CD-ROM maps, Internet, web sites, etc.) will be increasingly used for the purpose of choosing destinations and making reservations. Therefore, the COMCEC countries should improve their promotion through electronic official and social media.

## **6.2 Tourism Cooperation under the COMCEC Umbrella**

Tourism cooperation could play a significant role in the socio-economic development of the COMCEC Member Countries, if properly planned and managed.

The COMCEC Economic Summit, held in İstanbul in 2009, has prioritized the cooperation in the field of tourism sector. Since then, the COMCEC has increased its efforts for enhancing cooperation among the Member States in tourism.

In addition to ongoing activities such as Tourism Ministerial Meetings, workshops, seminars, tourism fairs, COMCEC encourages modalities that enable involvement of relevant stakeholders such as private sector and local communities in tourism activities. In this respect, the "OIC/COMCEC Private Sector Tourism Forum" was established in 2011 and convened its first Meeting on 7-8 December 2012 in İzmir, Türkiye. The Forum annually brings together the private sector representatives of the member states operating in the field of tourism to share their experience and explore ways and means to enhance the cooperation in this field. The 2nd Meeting of the OIC/COMCEC Private Sector Tourism Forum was held on 16-17 December 2013 in İstanbul with the theme of "Effective Marketing Strategies for Promoting Tourism Destinations in the OIC Member Countries."

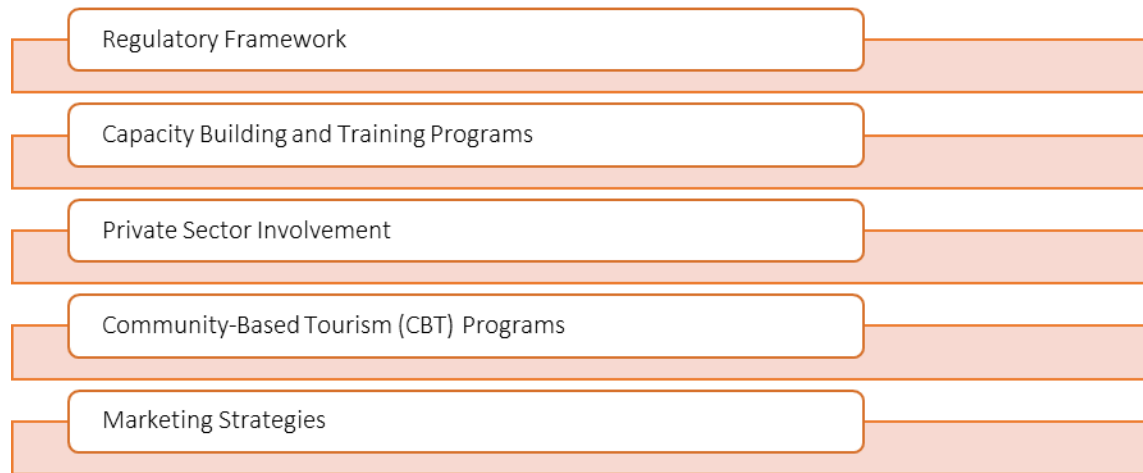
Moreover, the 3rd Meeting of the OIC/COMCEC Private Sector Tourism Forum was held on 29-30 January 2015 in İstanbul with the theme of "International Branding of Tourism Destinations in the OIC Member Countries." The Forum emphasized the importance of effective marketing and branding strategies for promoting the tourism destinations in the OIC Member Countries and highlighted that effective marketing and branding requires utilization of full range of tools available including digital marketing activities, social media, mobile phone applications, PR, and so on. Furthermore, importance of multi-stakeholder engagement is underlined as a critical success factor for tourism branding particularly through utilizing Public Private Partnerships and stressed the significance of joint endeavours such as joint promotion work, cultural tourism routes and joint tours and familiarization programs/trips to overcome the negative media image of Islamic Countries resulting from misguiding media coverage and problems like Islamophobia, Epidemics, Terror, and so on.

The 4th Meeting of the OIC/COMCEC Private Sector Tourism Forum was held on 14-15 January 2016 in İstanbul with the theme of "Promoting Muslim-Friendly Tourism (MFT) Products and Services in the OIC Member Countries." In this forum, the participants discussed the current state of international tourism in the OIC Member Countries as well as prospects and challenges in this regard. Moreover, the participants also deliberated on the global trends and policies in promoting MFT products and services and the challenges faced by the private sector in the Member Countries in promoting MFT products and services. The participants emphasized the importance of raising awareness about MFT, not only in the OIC Member Countries, but also in the Non-OIC world. In this regard, the participants highlighted the significance of the effective utilization of the existing mechanisms under the OIC/COMCEC, such as SMIIC's technical Committee on tourism, for enhancing cooperation in MFT.

Tourism has been defined as one of the six cooperation areas in **the COMCEC Strategy**, adopted by the 4th Extraordinary Summit held on 14-15 August 2012 in Makkah Al-Mukarramah, Saudi Arabia.

The Strategic Objective defined by the COMCEC Strategy is ***"Developing a sustainable and competitive tourism sector in the OIC Member Countries."*** With a view to achieving this objective, the Strategy envisages five output areas, namely regulatory framework; training and capacity building programs; private sector involvement; community based tourism programs and marketing strategies.

Figure 25. Output Areas in the Tourism Section of the COMCEC Strategy



Source: Author's own elaboration

In order to achieve the objectives in the field of tourism, the COMCEC Strategy brings two new and well-defined implementation instruments, namely Tourism Working Group and the COMCEC Project Cycle Management (PCM).

COMCEC Tourism Working Group aims at providing a platform for the member states for elaborating issues thoroughly, sharing their experience and best practices and creating a common understanding to respond their common problems.

In this framework, the 1st Meeting of the COMCEC Tourism Working Group was held on April 25th, 2013 in Ankara, Türkiye with the theme of "A New Trend in Sustainable Tourism Development: Community Based Tourism in the OIC Member Countries." The representatives of 15 Member States, which have notified their focal points for the Tourism Working Group, attended the Meeting. The relevant OIC institutions and some scholars have also attended the Meeting. The representatives of the Member States have shared their experiences, achievements and challenges in implementing the Community-Based Tourism (CBT) Programs in their respective countries. The Meeting has considered the Studies namely "Community Based Tourism: Finding the Equilibrium in the COMCEC Context" commissioned by the COMCEC Coordination Office and the "Tourism Outlook 2013" prepared by the COMCEC Coordination Office. The outcomes of the Meeting were published by the COMCEC Coordination Office with the document titled the "Proceedings of the 1st Meeting of the Tourism Working Group", available on the COMCEC website ([www.comcec.org](http://www.comcec.org)).

The 2nd Meeting of the COMCEC Tourism Working Group was held on October 3rd, 2013 in Ankara, Türkiye with the theme of "Tourism Product Development and Marketing Strategies in the OIC Member Countries." The Meeting was attended by the representatives of 11 Member States, which have notified their focal points for the Tourism Working Group and representatives of the COMCEC Coordination Office, SESRIC and Islamic Center for Development of Trade (ICDT) and some private sector representatives. The COMCEC Tourism Outlook and an analytical study

namely “Tourism Product Development and Marketing Strategies” have been prepared and submitted to the Meeting. The representatives of the Member States have shared their experiences, achievements and challenges in tourism product development and marketing strategies in their respective countries as well as explore cooperation potential among each other. The Meeting highlighted that tourism product development and marketing requires effective collaboration among different stakeholders. It was stressed that because of its competitive nature, effective marketing requires utilization of the full range of tools available including among others PR activities, e-marketing, social media, and so on. Some recommendations have been made for enhancing cooperation among the Member Countries in the field of product development and marketing. These were, among others, introducing award programs, conducting joint exhibitions, developing joint tourism products, organizing exchange programs for experts and developing joint data base for tourism products among the Member Countries. Moreover, Proceedings of the Second Meeting of the Tourism Working Group, which reflects the outcomes of the Meeting was prepared and published on the COMCEC Website ([www.comcec.org](http://www.comcec.org)).

The 3rd Meeting of the COMCEC Tourism Working Group was held on March 4th, 2014 in Ankara, Türkiye with the theme of “Enabling Tourism Investment Climate in the OIC Member Countries.” The Meeting was attended by the representatives of 14 Member States, which have notified their focal points for the Tourism Working Group and representatives of SESRIC, Islamic Center for Development of Trade (ICDT), International Finance Corporation (IFC) and representatives from private sector. The Representatives of the Member States have shared their experiences, achievements and challenges regarding tourism investments in their respective countries. Moreover, the Studies titled “Enabling Tourism Investment Climate: Challenges and Prospects for Tourism Investments in the OIC Member Countries” commissioned by the COMCEC Coordination Office and the “COMCEC Tourism Outlook 2014” prepared by the COMCEC Coordination Office were the main inputs for enriching the discussions during the Meeting. The presentations and deliberations made during the meeting highlighted that governments play a crucial role for creating an enabling investment climate for tourism investors. It was stressed that creating an enabling tourism investment climate requires utilization of the full range of tools and strategies including among others, provision of clear, updated information and prompt responses to investor inquiries, updated investment promotion websites, effective coordination among relevant stakeholders, providing infrastructure (including road networks, electricity, etc.), allocation of land for specific tourism projects, effective incentive packages, easy procedures and financial support for the local tourism SMEs as well as foreign entrepreneurs and utilization of alternative investment financing options such as crowdfunding.

The 4th Meeting of the COMCEC Tourism Working Group was held on September 4th, 2014 with the theme of “Enhancing the Capacity of Tourism Workforce in the OIC Member Countries for Improved Tourism Service Quality.” The participants deliberated on tourism workforce capacity, identify the challenges faced by the Member Countries as well as possible solutions to address these challenges. The Meeting provided opportunity to the Member Countries to learn from each other’s experience and good practices. During this meeting, Tourism Working Group discussed two policy options:

- Developing Tourism Workforce Development Strategies in the Member States and supporting the effective implementation of the existing ones



- The importance of enhancing the capacity of tourism workforce in the member countries.

The policy recommendations of the 4th Meeting of the Tourism Working Group were submitted to the 30th Ministerial Session of the COMCEC held on 25-28 November 2014 in İstanbul. The 30th Session of the COMCEC commended the efforts of the Working Groups towards approximating policies among the Member States in their field of competence and took note of the policy recommendations of the Tourism Working Group.

The 5<sup>th</sup> Meeting of COMCEC Tourism Working Group was held with the theme of “Travel Facilitation for Enhancing Mobility in the OIC Member Countries” on February 5<sup>th</sup>, 2015. In line with the recommendations of the analytical study and the responses of the Member Countries to the policy questions, which were circulated before the Meeting, the Working Group put forward two policy recommendations in the meeting:

- Encouraging visa facilitation among the Member Countries;
- Developing air linkages and increasing the airline capacity were highlighted by tourism working group.

The 6th Meeting of the Tourism Working Group was held on September 3rd, 2015 with theme of “Effective Tourism Marketing Strategies: ICT-Based Solutions for the OIC Member Countries.” The Representatives of the Member States have shared their experiences, achievements and challenges on ICT-based tourism marketing in their respective countries. The Meeting has considered the Studies "Effective Tourism Marketing Strategies: ICT-Based Solutions for the OIC Member Countries" commissioned by the COMCEC Coordination Office and the "COMCEC Tourism Outlook 2015" prepared by the COMCEC Coordination Office. The Meeting has come up with a set of policy recommendations:

- Building and Strengthening a Skilled Workforce on ICT-Based Tourism Marketing in the Member Countries
- Enhancing cooperation between the government and private sector on ICT usage and diffusion in tourism marketing
- Developing comprehensive and effective digital marketing strategies in the Member Countries

7th Meeting of the Tourism Working Group was held on 4 February 2016 with the theme of “Muslim Friendly Tourism: Understanding the Demand and Supply Sides in the OIC Member Countries”. The Tourism Working Group provided the opportunity to thoroughly discuss the main concepts and the general overview of Muslim-friendly tourism from a policy perspective. In line with the recommendations of the analytical study, as well as the responses of the Member Countries to the policy questions that were circulated before the Meeting, the Working Group put forward the following policy recommendations:

- Developing basic guidelines for improving the basic MFT-related services.
- Increasing awareness about the MFT market among the travel industry stakeholders through standardizing terminology used in MFT, introducing market awareness and

customer service training programs and utilizing social media for promotion and marketing.

Similarly, the policy recommendations of the 8<sup>th</sup> Meeting of the Tourism Working Group on “Muslim Friendly Tourism (MFT): Developing and Marketing MFT Products and Services in the OIC Countries” was submitted to the 32<sup>nd</sup> Session of the COMCEC held on 21-24 November 2016 in İstanbul. Following policy recommendations were suggested as the out outcome of the meetings, discussions as well as the analytical studies:

- Developing a national Muslim Friendly Tourism strategy that links to the country’s overall tourism goals through focusing on building stakeholder awareness, establishing a dedicated MFT body/committee and developing a national MFT products/services and marketing development strategy.
- Conducting government-led MFT-focused destination marketing through developing an MFT branding and positioning for the benefit of local service providers and measuring the potential of a destination for MFT by funding/organizing short-term campaigns.
- Supporting SMEs through developing training and mentorship programs.
- Developing bilateral tourism cooperation within the OIC through technical knowledge exchange and joint promotion efforts for MFT destinations.

The 9<sup>th</sup> Meeting of the Tourism Working Group on “Muslim Friendly Tourism (MFT): Regulating Accommodation Establishments in the OIC Member Countries.” After the analytical report was presented, member countries, representatives of international organizations and private sector also shared their experiences. Various policy recommendations were suggested based on the discussion:

- Definition and standardization of certification of MFT facilities along the tourism industry.
- Developing a MFT strategy at the destination and offering incentives for MFT services and investments.
- Improving international cooperation on MFT certification on different requirements of MFT standards and appointing an authority responsible for MFT certification both at national and international levels.

The 10<sup>th</sup> Meeting of the COMCEC Tourism Working Group was held on September 21st, 2017 in Ankara, Türkiye with the theme of “Risk and Crisis Management in Tourism Sector: Recovery from Crisis in the OIC Member Countries”. The Meeting has considered the Studies "Risk and Crises Management in Tourism in the OIC Member Countries" commissioned by the COMCEC Coordination Office and the "COMCEC Tourism Outlook 2017" prepared by the COMCEC Coordination Office. Following policy recommendations were suggested as the out outcome of the meetings, discussions as well as the analytical studies:

- Recognizing and identifying threats and risks, planning scenarios for each of the likely threats, establishing crises management processes and recovery task force during pre-crises periods.

- Preparing national crises management strategies and contingency plans and communicate these with the tourism industry stakeholders.
- Diversifying products and market portfolio in order to expand the portfolio and target less sensitive markets.

The 11th Meeting of the COMCEC Tourism Working Group was held on February 15th, 2018 in Ankara, Türkiye with the theme of “Destination Development and Institutionalization Strategies in the OIC Member Countries”. The Representatives of the Member States have shared their experiences, achievements and challenges regarding destination development in their respective countries. The Meeting has considered report on “Destination Development and Institutionalization Strategies in the OIC Member Countries” commissioned by the COMCEC Coordination Office. The policy recommendations offered after the meeting were as follows;

- Decentralization in destination management, empowering local structures and governance.
- Involving stakeholders including local governments, tourism industry, NGOs and public into destination planning and creating a shared vision of the destination.
- Improving private sector involvement in destination management, enhancing effectiveness and transparency of DMOs, diversifying their funding sources including membership fees and commercial income besides the public funding.

The theme of the 12<sup>th</sup> Meeting of the COMCEC Tourism Working Group was of “Destination Marketing Strategies in the OIC Member Countries”. After COMCEC Coordination Office delivered a presentation on Tourism Outlook in OIC Countries, the thematic report on Destination Marketing Strategies was presented, OIC representatives, participants from international organizations and private sector representative shared their experiences. After the full day deliberations, the Workgroup offered the following policy recommendations;

- Establishing / Empowering a central body (i.e. DMO, CVB) to be responsible for marketing efforts at the destination level
- Managing and regulating existing distribution channels and creation of new distribution channels to prevent dependency and minimize power asymmetry.
- Collecting, storing, analysing and dissemination of market data; visitor characteristics, seasonality, distribution channel performance, source markets, trends and so on.

The 13th Meeting of the COMCEC Tourism Working Group was held on February 13rd, 2019 in Ankara, Türkiye with the theme of “Sustainable Destination Management Strategies in the OIC Member Countries”. The Meeting involved a presentation of the OIC Tourism Outlook and the report on "Sustainable Destination Management Strategies in the OIC Member Countries" commissioned by the COMCEC Coordination Office. Following policy recommendations were suggested as the out outcome of the meetings, discussions as well as the analytical studies:

- Facilitating stakeholder engagement at the destination level and encourage tourism businesses’ sustainable tourism efforts.

- Improving community participation by minimizing leakages from local economy, conduct media campaigns to increase local community involvement as well as tourist awareness of tourism sustainability.
- Establishing KPIs for sustainable tourism development based on international standards and climate change agreements.

The 14th Meeting of the COMCEC Tourism Working Group was “Developing Multi-Destination Tourism Corridors in the Member Countries”. The Meeting involved a presentation of the OIC Tourism Outlook and the report on “Developing Multi-Destination Tourism Corridors in the Member Countries” commissioned by the COMCEC Coordination Office. Following policy recommendations were suggested as the outcome of the meetings, discussions as well as the analytical studies:

- Identify potential tourism corridors with different themes such as Islamic Silk Road, Alexander the Great, The travels of Imam Bukhari, Cross-border parks and protected areas in West Africa and so on.
- Establish an OIC-wide advisory body to support and develop cross-border corridor development.
- Establish a funding scheme to support corridor development, investments and international cooperation between destinations

The 15th Meeting of the COMCEC Tourism Working Group was held on September 24th-25th, 2020 in a virtual-only format, with the theme of “Developing Medical Tourism in the OIC Member Countries”. The Meeting was attended by the representatives of 18 Member States. Representatives of COMCEC Coordination Office, UNWTO, WTTC, ICDT, ICCIA and SMIIC have also attended the Meeting. The Meeting involved a presentation of the OIC Tourism Outlook and the report on “Developing Medical Tourism in the OIC Member Countries” commissioned by the COMCEC Coordination Office. Following policy recommendations were suggested as the outcome of the discussions as well as the analytical studies:

- Establish «Medical Service Quality Accreditation Body» specific to healthcare provision in OIC countries in order to supervise countries and bring standards to international level.
- Develop «OIC Health Tourism Statistical System» in order to achieve efficiency and effectiveness of medical tourism activities

- To sign protocols between governments for bilateral or regional agreements between public/private stakeholders including insurances and hospitals in order to sustain the exchange of patients

The 16<sup>th</sup> and 17<sup>th</sup> Meetings of the COMCEC Tourism Working Group was held in a virtual-only format during Covid-19, with the theme of “Mitigation Strategies for Tourism After Covid-19”. The Representatives of the Member States have shared their experiences, achievements and challenges regarding mitigation strategies in their respective countries. The participants have deliberated on the aforementioned theme and considered the study “Mitigation Strategies for Tourism After Covid-19” commissioned by the COMCEC Coordination Office.

- Keeping tourism industry afloat by offering subsidized cheap credits with government guarantee, utilizing selective financial and fiscal tools including tax holidays and discounts; subsidies on such costs as rent, utilities, energy, water; allowing accelerated depreciation and wage subsidies and social security contributions.
- Enhancing Intra-OIC collaboration in establishing organizational level safety standards; creating shared certification and audit systems, investing on a shared application of testing and tracking, implementing a standard semaphore at OIC level; enhancing data sharing and establishing travel bubbles between countries.
- Facilitating short term demand; encouraging domestic travel; offering holiday credits and vouchers, extend bank holidays and tax discounts on domestic tourism services that might encourage residents to travel inside the country while discouraging outgoing tourism; and calling for advance public purchase of airline tickets, meetings, events and lodging services to support tourism industry.

The 18<sup>th</sup> and 19<sup>th</sup> Meetings of the COMCEC Tourism Working Group were held in a virtual-only format with the theme of “Sustainable Human Resources Management in the Tourism Sector”. Member country representatives shared their experiences, achievements and difficulties in the management of human resources in their countries. Participants conveyed their thoughts on the aforementioned theme and exchanged ideas on the “Sustainable Human Resources Management in the Tourism Industry” study commissioned by the COMCEC Coordination Office. At the meeting, besides the research report prepared on the aforementioned theme, the countries where the case studies were conducted were discussed in detail, and the opinions and suggestions of the participants were made together with the findings revealed within the scope of the relevant study, and policy recommendations on the subject were formulated.

- Promoting in-service training, tourism schools, certificate programs, international exchange programs, and internship opportunities with a view to improving service and quality in the tourism industry

- Ensuring the sustainability of Employee well-being through, among others, rewards, bonuses or raises in salary and favourable working circumstances.
- Increasing synergy between businesses and educational institutions

The theme of 20th and 21st Working Group Meetings of the COMCEC Tourism Working Group were “Promoting Entrepreneurship for Tourism Industry Competitiveness in The OIC Countries”. Member country representatives shared their experiences, achievements and difficulties facilitating tourism entrepreneurship and tools, subventions and policies they utilize to improve tourism entrepreneurial fora. Participants also discussed their thoughts about the analytical report on “Promoting Entrepreneurship for Tourism Industry Competitiveness in The OIC Countries” prepared by the experts commissioned by the COMCEC Coordination Office. Based on deliberations policy recommendations were prepared during the 21<sup>st</sup> Working group meeting.

## 6.2.1. COMCEC Project Support Programs

### 6.2.1.1.COMCEC Project Funding (CPF)

The other important instrument for the implementation of the COMCEC Strategy is the COMCEC Project Funding (CPF) Mechanism. Through the CPF, the CCO provides grants to the selected projects proposed by the relevant OIC institutions and Member States that have already registered with the Tourism Working Group (TWG). Projects financed under the CPF need to serve multilateral cooperation and must be designed in accordance with the objectives and the expected outcomes defined by the Strategy in the tourism section. Projects also play important roles in realization of the Policy Recommendations formulated by the Member Countries during the TWG meetings.

Within the scope of COMCEC Project Funding, six Calls for Project Proposals were made between 2013-2018. With these project calls, a total of 18 projects in the fields of tourism selected were implemented by the relevant OIC Member Countries and OIC Institutions. The general information regarding the projects implemented is presented in the table below.

Call No	Country/Institution	Project Title	Partners
1	Azerbaijan	Cities of Common Cultural Heritage	Kazakhstan, Türkiye and Uzbekistan
	SESRIC	Improving Statistical Capacities of Tourism Sector in COMCEC Mediterranean and Gulf Region	10 Member Countries
2	The Gambia	Strengthening Community Resilience through eco-tourism.	Senegal and Guinea Bissau

3	The Gambia	Enhancing the Capacity of Craft Producers in the OIC Member Countries	Senegal, Mali
	Malaysia	Short Course on Strategies in Enhancing Tourism Workforce in CommunityBased Tourism (CBT) within OIC Member Countries	10 Member Countries
4	The Gambia	Developing a Training and Certification Program for the Muslim Travel, Tourism and Hospitality Industry	Nigeria, Senegal
	Mozambique	ENHANCING CAPACITY OF MUSLIM FRIENDLY TOURISM WORKFORCE	Mali, Senegal
	SESRIC	Training Program on the Development and Promotion of Muslim Friendly Tourism in COMCEC Member Countries	18 Member Countries
	Sudan	Enhancing The Capacity of Craft Producers & Customers service In OIC Member Countries	Chad, Djibouti
5	Burkina Faso	Strengthening the Resilience of Tourism Sector Against Crises through Communication	Niger, Côte d'Ivoire
	Mali	Training on Crisis Communication in Tourism for Selected OIC Member Countries	Burkina Faso, Niger, Mauritania, Senegal
	Mozambique	Community-Based Tourism through The Promotion of Heritage Sites for Poverty Alleviation	The Gambia, Malaysia, Sudan, Uganda
	SESRIC	Improving Islamic Tourism Ecosystem in OIC Member Countries: Destination and Industry Development	13 Member Countries
6	ICDT	Developing Muslim-Friendly Tourism in Guyana and Suriname	Suriname, Türkiye, Malaysia
	Mali	Capacity Building on Destination Management Organizations of OIC Member Countries	Burkina Faso, Togo, Senegal, Côte d'Ivoire, Niger, Guinea, Mauritania
	Mozambique	Improving Human Capacity on Muslim Friendly Tourism for Regulating Accommodation Establishments in the OIC Member Countries	Malaysia, Sudan, Uganda, Nigeria

	Gambia	Training of Accommodation Providers in the OIC Member Countries on Muslim Friendly Tourism Standards and Quality Service Provision	Senegal, Nigeria
	Azerbaijan	Destination Management Organization: Conceptual Framework for Azerbaijan, Cameroon and Iran	Cameroon, Iran

Also, within the framework of 7th and 8th Calls for Project Proposals, three projects were selected to be financed by the CCO. The projects completed during the 2021 implementation period are as follows;

The first project, “Capacity Building of Destination Management Organizations (DMO) Stakeholders” was implemented by Cameroon in partnership with Azerbaijan, Burkina Faso and Türkiye. The project purpose was to enhance the capacity of DMO stakeholders by conducting a training program.

The second project, titled “Community-Based Tourism through the Promotion of Heritage Sites” was implemented by Uganda in partnership with Sudan, Mozambique and Nigeria. The objective of this project was to enhance the capacity of different stakeholders on community based tourism as well as new product development and encouraging local participation.

Lastly, Türkiye implemented the project titled “Revitalizing Mevlana's Travel Route” with two partner countries, Azerbaijan and Iran. This project aimed at restoring Mevlana’s travel route involving two countries together with the project owner country.

Moreover, under the 9th Call for Project Proposals, two projects were selected to be financed by the CCO in 2022. The selected projects completed under the 9th Call are as follows;

The project, titled “A Two-Day Training on Human Resource Management in Tourism Sector” was implemented by Nigeria with the partnership with the Gambia. The project aimed to enhance the human resource management capacity of the participants with a view to enhancing their productivity and effectiveness for sustainable tourism development in tourism sector.

The other project, “Risk Analysis and Crisis Planning and Management for Community Based Tourism” was implemented by Uganda with three partner countries, namely Mozambique, Nigeria and Sudan. The project purpose was to increase the capacity of stakeholders involved in community-based tourism in risk analysis and crisis planning and management.

Along with the 10th Call for Project Proposals under the CPF, 2 projects were selected to be implemented in 2023. These projects are as follows;

Uganda has implemented the project titled “Enhancing the Capacity of Tour and Travel Personnel for Adapting to Changing Trends in Tourism Sector”. This project aimed at developing the skills of tour and travel personnel in the tourism sector in a way that takes into account the



expectations, interests and wishes of the customers, and to enable them to have more dynamic, knowledgeable and competent.

The other project called “Accommodation Establishments Quality Improvement Program in Tourism Sector in 3 OIC Member Countries (Mali-Burkina Faso-Guinea)” has been implemented by Mali with the partnership of the selected Member Countries. With this project, it was aimed to increase the level of quality and satisfaction in services of accommodation establishments, to implement the certification processes and to ensure efficiency in the audit/monitoring processes.

On the other hand, the CCO has made the 11th Call on October 1st, 2023. Relevant documents are available on the COMCEC Project Support Programs website. (<https://programs.comcec.org/>)

#### 6. 2.1.2.COMCEC COVID Response (CCR)

Another project support program that had been implemented between 2021-2022 was the COMCEC COVID Response (CCR). This program was mainly about alleviating the negative impacts of the pandemic on Member Country economies with a particular focus on agriculture, trade, tourism, financial cooperation, poverty alleviation and transport & communication sectors. The program was based on financing certain types of projects, which would focus on needs assessment, sharing expertise, and providing direct grants to final beneficiaries.

Under the 1st Call for Project Proposals, four projects were implemented by the Member Countries in 2021. The details of the implemented projects are as follows;

The Azerbaijan’s project, titled “Supporting the Accommodation Business in Implementing Hygiene Standards” aimed at improving the hygiene and safety measures in accommodation unites in order to eliminate the negative effects of the COVID-19 pandemic. In this respect, it was purchased a certain amount of hygiene equipment consisting of dispenser along with dispenser stand and distributed to hotels and accommodation unites.

The project, titled “Rejuvenation of Small Businesses Affected by COVID – 19 : A Case on Tour Operators in Bangladesh” was implemented by Bangladesh. The purpose of this project was to assess the needs of the tour operators and other small enterprises and recommend effective and sustainable path to rehabilitate the affected establishments. In this context, a needs assessment report which focus on mitigating the effects of COVID-19 and actions to be taken for the new normal was created.

Burkina Faso’s “Developing of Health Protocols for Tourism Industries to Fight against COVID-19” project targeted developing health protocols in the purpose of ensuring the safety of tourists and employees in the tourist sector in the scope of COVID-19 pandemic. The study visit was conducted by experts from Burkina Faso to Türkiye for providing to tourism industries specific health protocol in order to fight against the pandemic.

Suriname’s project on “COVID-19 Awareness & Resilience Training for Tourism and Hospitality Businesses” aimed at raising awareness of customer and workers in tourism sector in order to ensure safety of all parties in the sector. Within the project, a three day online training was conducted in order to share knowledge and equip participants with technical and practical insights about a range of actions for preparing businesses for COVID-19 impacts and adjustments.

Also, under the 2nd Call for Project Proposals which is the last call of this program, a project was selected to be financed by the CCO in 2022. The project, titled “Preparation of COVID-19 Hygiene Protocol and Training of Employees within the Tourism, Leisure and Hospitality Sector“ was implemented by Sierra Leone. The purpose of this project was to prepare the Covid-19 hygiene protocol handbook for safe tourism operations and to train staff/employees in tourism and hospitality establishments on the prepared protocol.

#### 6. 2.1.3.COMCEC Al-Quds Program

Considering the current situation and special conditions in Palestine, especially in Al-Quds Al-Sharif, and the resolutions of the recent Extraordinary Islamic Summits on Al-Quds, the CCO has initiated the Al-Quds Program, which focuses on destination development and management as well as community-based tourism in Al-Quds. Implemented in collaboration with the Ministry of National Economy of Palestine, the program consists of several projects to be carried out between 2020 and 2022. The first two projects were finalized by the end of 2020.

Under the first project titled “Analyzing the Tourism Infrastructure and Developing a Tourism Destination Road Map for Al-Quds”, the CCO conducted a research study for analyzing the tourism infrastructure and developing a tourism destination roadmap for Al Quds. Within the framework of this research study, the current situation of the tourism infrastructure in Al-Quds (hotels, restaurants, transportation, human resources, guides, tour operators, etc.) was assessed, the most urgent areas that need investment was determined as well as the cultural assets and facilities that could be included in the tourism offering of Al-Quds was analysed. The project also contains assessment of the number and capacity of tourism facilities and workers in Al-Quds, the need for training of sector professionals and craftsmen. The Project ultimately provided a SWOT analysis and mission, vision and objective for a tourism destination and communication strategy for Al-Quds.

The second project, titled “Supporting Institutional Capacity of Al-Quds Tourism and Heritage Council” aims at improving the institutionalization and sustainable financing mechanism of the Al-Quds Tourism and Heritage Council (ATHC) to be a well-functioning destination management organization for Al-Quds. The project provided a conceptual study for determining ATHC personnel training needs, developing training modules and deliver training programs, recommending a DMO organizational structure, HR needs and sustainable self-funding opportunities.

As a continuation of the program, four projects were implemented by the Ministry of National Economy of Palestine between 2021-2022. The activities of the projects consist of, among others, exhibitions, art production, trainings, capacity building, procurement of machinery/equipment/service, online platform development, renovations, research, audio-visual material production etc. The detailed information on the projects is as follows;

With the first project, titled “Al-Quds: Secrets and Narratives to Unfold”, it was aimed to be increased the permanence of tourists visiting Al-Quds in their tourism experiences, understood

the essence of Palestinian cultural heritage and organized exhibitions for enhancing the attractiveness of tourism. In this regard, realized activities were making renovation investments to improve the existing exhibitions that had to be closed due to the COVID-19 pandemic, preparing a 3D model that promotes selected institutions from the old city and creating a website to increase recognition.

Within the framework of the second project titled “The Artists’ Identity Path: Tracing Heritage in Al-Quds”, it was aimed at bringing focus to Jerusalem’s rich Palestinian cultural heritage through contemporary artists’ perspectives and fostering multi-sectoral collaborations and engaging artists with the local community. In line with this aim, a chain of 10 artworks was developed for promoting Jerusalem’s cultural heritage and creating tourist appreciation.

With the third project, titled “Jerusalemites: Because We Are the Place and Time”, it was aimed at preserving the Palestinian character and cultural heritage as well as enhancing communities’ resilience of the Old City of Jerusalem. In this context, it was realized a series of activities consisting of involving research on three tourism pathways (historical, religious and economic) in Al-Quds, audio-visual-written material production, heritage camp organization, and training of Jerusalemite women to become tourist guides.

Under the project, titled “Enjoy the Hidden Jewels of Al Quds Promotion Program”, it was focused on increasing the competitive advantage of Al-Quds through an online reservation system, especially for one-day guaranteed departure excursions and other new products. In line with this purpose, it was created the reservation system for the FIT (Free Independent Tourists) tourist segment providing a guaranteed departure tour service and prepared a guide on “Hidden Jewels in Al-Quds”.

Moreover, under the second call for project proposals made in November, 2022, the CCO selected two tourism related projects to be implemented in 2023.

These projects are as follows:

The first project, titled “Empowering the Palestinian Economy in Al Quds by means of Innovation & Entrepreneurship in the Tourism Sector” is related to use of technology in tourism sector. With this project, it is aimed at developing the capacity of a certain number of youth in the tourism sector who have high potential and will create employment in this field in order to increase the promotion of XR (Augmented Realism) technology by making use of the opportunities provided by digital technology.

The second project, titled “Increasing the Tourism Recovery Opportunities in Al-Quds by Promoting Organized Tours, and Supporting Entrepreneurs in Handicraft Industries” focuses on enhancing capacity. The project aims to build the capacities of Jerusalemite youth on how to manufacture ceramic pieces and set up their own projects in the field of handicrafts and entrepreneurship.

Furthermore, with the collaboration Ministry of National Economy of Palestine, 3rd Call for Project Proposals has been made on October 15th, 2023 to determine the projects to be supported in the following year.

## 5. Conclusion

Tourism industry has enjoyed continued expansion and diversification, becoming one of the most rapidly developing industries in the world. Surviving various global crises, tourism has evolved into a global phenomenon – one of the most important economic sectors and social activities of the time.

Tourism continues to be an important economic sector capable of attracting foreign direct investments and supporting sustainable economic development, the production of fairly distributed wealth, the creation of employment opportunities and poverty alleviation, particularly in developing countries and the Least Developed Countries.

According to the UNWTO statistics, almost 1.5 billion international tourists travelled in 2019 with an average annual increase of over 4% since the year 2000 until the pandemic. Tourism sector, which already accounts for 10 percent of World GDP, is an important source of employment and foreign exchange that should be supported by governments around the world as part of the policies for stimulating economic growth.

From the period 1980 to 2019, international tourism receipts —which are the export value of tourism, excluding international passenger transport—increased from US\$125 billion in 1980 to 1.5 billion USD in 2018 (UNWTO, 2019a) denoting a solid increase in four decades. In real terms, this corresponds to an average growth of 4 percent a year, which has almost the same pace as tourist arrivals.

The sector faces some challenges every year however the pandemic had a sudden and wide impact over global tourism. However, the growth of the tourism will continue at a stronger rate than 2019, and some destinations already outpaced their pre-pandemic growth in 2023. This growth will require OIC Member Countries to adopt a concerted and coordinated approach to planning and development within the industry, governments and educational institutions to ensure that they fulfil their potential in the future.

Considering the modest share of the OIC Member Countries in international tourism market, it is evident that the inherent potential has not yet been fully realized and manifested itself in desirable levels. During the prepandemic period of 2019 OIC share was 16% for global arrivals and 13% of global receipts. Despite 99% annual increase in arrivals and 88% increase in receipts OIC received only 19% of global tourism arrivals and around 21% of receipts. OIC Member States need to understand how they can further strengthen the position of their tourism industry in response to current global economic challenges and remain competitive among emerging destinations, within a sustainable development perspective.

As in the case of OIC tourist arrivals, tourism receipts in the Member Countries are concentrated in a small number of countries, almost the same countries of the main OIC tourist destinations. The share of international tourism receipts in the total exports of each member country indicates that tourism plays a significant role in the economies of member countries and constitutes an important source of foreign exchange earnings. All OIC sub-regions recorded growth in both

arrivals and receipts in 2022. However, OIC-MENA dominates both arrivals and receipts with 78% and 87% share respectively. Therefore there is also a need to focus development of OIC-Asia and OIC Sub-Saharan Africa.

In 2015, it was estimated that there were 117 million Muslim international travellers. The COMCEC Tourism Working Group has also explored Muslim Friendly Tourism (MFT) potential in its three consecutive meetings. The 7<sup>th</sup> Tourism Working Group was held on February 4<sup>th</sup>, 2016, with the theme of “*Muslim Friendly Tourism (MFT): Understanding the Demand and Supply Side in the OIC Member Countries.*” A research report was prepared on the theme of the meeting, which mainly focused on creating awareness about MFT as well as the developments regarding the demand and supply side of MFT in the Member Countries. This report, as well as the Member Country representatives during the 7<sup>th</sup> Working Group Meeting highlighted some major challenges faced by the member countries. In addition to the demand and supply sides of MFT, COMCEC analyzed product development and marketing aspects of MFT products and services and developing regulations for accommodation establishments to improve MFT among OIC member states. These were covered during the 8<sup>th</sup> and 9<sup>th</sup> Tourism Working Group Meetings.

Safety and security concerns are in the spotlight for OIC member states, and it is assumed that these issues will continue to capture attention in the years ahead. COMCEC looked into risk and crises management issues in 2017. Governments should work hard to ensure the safety of tourists and to minimize the impact of security threats. Incidents like the sector observed in 2015 and 2016 should need careful planning and management. These will all be tackled during the 10<sup>th</sup> Tourism Working Group Meeting in September, 2017. Destinations are amalgam of services and products that tourists consume as a whole. It is evident that if properly planned and managed tourism cooperation could play a significant role in the socio-economic development of the Member Countries. COMCEC is also looking into destination planning, management and marketing issues from 2018 onwards. The governance of destinations has been covered during the 11<sup>th</sup> meeting and their marketing role will be covered in September, 2018 during the 12<sup>th</sup> Tourism Working Group Meeting in Ankara. The sustainability of destinations and creating a balance between the needs of the industry, the environment and locals were covered during the 13<sup>th</sup> meeting in Feb. 2019. The 14<sup>th</sup> meeting was organized on 31<sup>st</sup> Oct. 2019 will focus on creating, marketing and managing multi-destination tourism corridors in OIC. The 15<sup>th</sup> Meeting of the COMCEC Tourism Working Group was held on September 24<sup>th</sup>-25<sup>th</sup>, 2020 in a virtual-only format, with the theme of “Developing Medical Tourism in the OIC Member Countries”.

Amid Covid-19 COMCEC responded to commission a report on impacts and mitigation strategies for Covid-19 and corroborating with the crises recovery and its significance 16<sup>th</sup> and 17<sup>th</sup> Meetings of the COMCEC Tourism Working Group was dedicated to Pandemic. The Meeting was held in a virtual-only format during Covid-19, with the theme of “Mitigation Strategies for Tourism After Covid-19”. The 18<sup>th</sup> and 19<sup>th</sup> Meetings of the COMCEC Tourism Working Group was held in a virtual-only format during Covid-19, with the theme of “Sustainable Human Resources Management in the Tourism Sector”. This report addressed the challenges of training, attracting and retaining quality tourism staff, which is a significant challenge for OIC tourism industry.

Besides the pandemic, the Russian Ukrainian war and the trade wars. The energy prices and strength of the US dollar relative to other currencies is shifting the price competitiveness among

destinations and improving accessibility, developments in technology and e-commerce will also affect market share and rankings of destinations. Increasing energy prices and challenges in supply chains also resulted in inflation, decreasing the amount of disposable income spared for travel. Obstacles faced in tourism development are diverse in the Member Countries as each country has its own tourism features, level of development and national development priorities and policies. The challenges affecting tourism performance in the Member Countries ranges from, among others, insufficient tourism-related infrastructure and investments, unskilled tourism workforce to low-capacity tourism administrations and problems in safety and security. The COMCEC Strategy provides a useful strategic framework for tourism development and tourism cooperation in the Member Countries with its new implementation instruments, namely, Tourism Working Group and Project Cycle Management mechanism.

To stimulate and promote tourism for economic growth, social progress and environmental sustainability, Member Countries should give priority to tourism sector in their national policies, foster competitive and responsible business models and practices in tourism, increase cooperation between the public and private sectors and enhance international cooperation including cooperation with the member countries.

## 6. APPENDIX:

### 7. Table 1: Tourist Arrivals in the OIC Member Countries (2005-2022)

ARRIVALS - OIC	2005	2010	2015	2016	2017	2018	2019	2020	2021	2022
<b>World (Millions)</b>	<b>805</b>	<b>952</b>	<b>1,186</b>	<b>1,235</b>	<b>1,329</b>	<b>1,401</b>	<b>1,459</b>	<b>410</b>	<b>456</b>	<b>963</b>
Afghanistan										
Albania	748	2,417	3,784	4,070	4,643	5,927	6,406	2,658	5,688	7,544
Algeria	1,443	2,070	1,710	-	2,451	2,657	2,371	591	125	1,246
Azerbaijan	693	1,963	1,922	2,045	2,454	2,850	3,170	796	792	1,603
Bahrain	1,237	955	-	-	4,372	12,045	11,061	1,909		
Bangladesh	208	303	-	-	1,026	267	323			
Benin	176	199	218	-	281	322	337	83	354	
Brunei Darussalam	126	214	-	219	219	4,521	4,449	1,071	4	36
Burkina Faso	245	274	-	-	143	144	143	40	67	
Cameroon	176	573	-	-		997	1,021	256		
Chad	29	71	-	-	87	63	81	24	10	
Comoros	26	15	-	-	28	36	45	13	29	
Cote d'Ivoire	-	252	-	-	1,800	1,965	2,070	552	668	
Djibouti	30	51	-	-			63	18	110	
Egypt	8,244	14,051	9,139	5,258	8,292	11,346	13,026	3,972	3,677	
Gabon	269	-	-	-	186					
Gambia	108	91	-	-	162	552	620	246	332	
Guinea	45	12	35	-						
Guinea-Bissau	5	22	44	-		55	52			
Guyana	117	150	207	235	247	287	315	87	157	288
Indonesia	5,002	7,003	10,408	12,948	13,396	15,810	16,107	4,053	1,558	5,889
Iran	1,889	2,938	5,237	-	4,867	7,295	9,107	1,550	1,550	4,108
Iraq	-	1,518	-	-					251	890
Jordan	2,987	4,207	3,763	3,858	3,844	4,922	5,361	1,240	2,012	4,277
Kazakhstan	3,143	3,393	-	-		8,789	8,515	2,035	1,330	4,729
Kuwait	104	207	-	-		8,508	8,565	2,161		
Kyrgyz Republic	319	1,316	-	-	4,568	6,947	4,568	1,281		
Lebanon	1,140	2,168	1,518	1,688	1,857	1,964	1,936	551	890	982
Libya	81	-	-	-	34	10				
Malaysia	16,431	24,577	25,721	26,800	26,757	25,832	35,046	6,102	140	10,041
Maldives	395	792	1,234	1,286	1,390	1,484	1,703	555	1,322	1,675
Mali	143	169	-	-	193	203	217	61	75	168
Mauritania	-	-	-	-						
Morocco	5,843	9,288	10,177	10,332	11,349	12,489	13,109	2,802	3,722	10,869
Mozambique	578	1,718	1,552	1,639	1,447	2,870	2,033			
Niger	58	74	135	-	164	157	192	54	85	
Nigeria	1,010	1,555	-	-				513	522	
Oman	1,114	1,446	-	-	2,372	3,242	3,506	869	460	2,882
Pakistan	798	907	-	-						
Palestine	88	522	432	400	503	3,050	3,810	93	123	362
Qatar	913	1,519	2,930	2,906	2,256	1,819	2,137	582	611	2,560
Saudi Arabia	8,037	10,850	17,994	18,049	16,109	17,570	20,292	4,609	3,477	16,638
Senegal	769	900	-	-	1,365			383	1,376	
Sierra Leone	40	39	24	54	51	66	71	16	44	
Somalia	-	-	-	-						
Sudan	246	495	-	-	813	836				
Suriname	161	204	228	257	278					
Tajikistan	-	160	414	-	1,250	1,035	1,250	351	296	
Togo	81	202	273	-	514	573	876	482		
Tunisia	6,378	7,828	5,163	5,724	7,052	8,299	9,429	2,012	2,475	
Türkiye	20,273	31,364	39,478	31,365	37,601	46,113	51,747	15,971	30,039	50,450
Turkmenistan	12	-	-	-						
UAE (Dubai)	7,126	7,432	-	14,910	15,790	15,920	16,730	5,888	11,479	22,654
Uganda	468	946	-	-			1,850	520	513	567
Uzbekistan	242	1,327	-	-		5,346	6,749	1,849	1,881	5,233
Yemen	336	1,025	-	-	367	1,025	990	278	398	

Source: UNWTO 2023c

## 8.

## 9. Table 2: Tourism Receipts in the OIC Member Countries (2010-2022) (US \$ Millions)

Receipts - OIC	2010	2015	2016	2017	2018	2019	2020	2021	2022
World (US \$ Billion)	928	1,260	1,220	1,332	1,451	1,487	418	627	1,011
Afghanistan	55	-	-	-	-	72	69	75	-
Albania	1,626	1,500	4,070	1,929	2,183	2,332	1,042	2,262	2,991
Algeria	219	-	1,710	141	141	112	41	65	150
Azerbaijan	621	2,309	2,045	3,012	197	140	313	822	-
Bahrain	1,362	-	1,200	3,642	3,642	3,681	1,034	1,886	2,797
Bangladesh	81	148	125	337	383	388	253	273	420
Benin	133	-	267	150	-	-	42	203	-
Brunei Darussalam	-	-	219	177	175	61	4	14	-
Burkina Faso	72	-	163	117	190	217	38	128	-
Cameroon	159	-	912	524	524	653	183	507	-
Chad	-	-	-	-	-	-	-	-	-
Comoros	35	-	-	-	24	72	20	19	-
Cote d'Ivoire	201	-	1,441	396	74	73	19	300	-
Djibouti	18	-	63	35	35	63	18	38	-
Egypt	12,528	6,065	5,258	7,775	11,615	13,030	4,273	8,896	12,245
Gabon	-	-	186	-	-	-	52	29	-
Gambia	74	-	135	103	-	103	29	57	100
Guinea	2	-	35	16	16	9	3	13	10
Guinea-Bissau	13	-	44	16	-	-	4	3	-
Guyana	80	65	-	-	20	19	17	24	-
Indonesia	6,957	10,761	9,963	13,139	14,110	16,912	4,211	521	6,718
Iran	2,438	-	4,942	4,402	4,402	4,402	1,237	5,252	-
Iraq	1,660	-	892	2,959	1,986	3,593	1,789	1,963	-
Jordan	3,585	4,065	3,858	4,639	5,249	5,786	1,735	2,759	5,807
Kazakhstan	1,005	1,625	4,560	2,135	2,255	2,465	869	535	1,491
Kuwait	290	499	182	313	395	700	687	470	1,491
Kyrgyz Republic	284	426	3,051	429	919	1,198	245	208	756
Lebanon	7,861	6,857	1,688	7,611	8,400	8,593	4,949	3,135	5,318
Libya	60	-	-	-	34	60	17	52	-
Malaysia	18,276	17,597	26,757	18,323	19,143	18,823	3,924	116	6,378
Maldives	1,713	2,567	1,286	2,744	3,134	3,018	881	3,490	-
Mali	283	-	159	206	-	-	58	82	-
Mauritania	-	29	-	23	23	11	3	6	-
Morocco	6,703	6,003	10,332	7,442	7,775	8,179	3,247	3,816	8,985
Mozambique	197	193	1,639	151	242	252	95	127	200
Niger	105	-	135	83	-	-	23	97	-
Nigeria	576	404	1,255	2,549	1,962	1,449	475	256	1,200
Oman	780	1,540	1,897	1,748	1,748	1,813	521	400	-
Pakistan	305	315	965	352	390	494	428	558	739
Palestine	667	-	400	225	245	245	69	300	-
Qatar	584	5,035	2,906	5,971	5,565	5,442	3,455	4,263	7,262
Saudi Arabia	6,712	10,130	18,049	12,056	12,038	16,382	7,093	3,817	23,475
Senegal	453	-	1,007	419	-	-	118	120	-
Sierra Leone	26	23	54	83	-	-	23	43	-
Somalia	-	-	-	-	-	-	-	-	-
Sudan	94	949	741	1,029	1,043	821	660	1,077	1,065
Suriname	61	88	257	46	56	53	17	12	26
Tajikistan**	32	-	414	8	9	14	9	11	17
Togo	66	-	273	138	-	-	39	151	-
Tunisia	2,645	1,354	5,724	1,305	1,713	2,116	892	1,025	1,657
Türkiye	22,585	26,616	31,365	22,478	25,220	29,829	9,366	28,499	46,284
Turkmenistan	-	-	-	-	36,791	41,415	13,771	-	-
UAE	8,577	16,038	14,910	21,048	21,375	21,800	6,126	34,440	60,686
Uganda	784	1,149	1,303	937	1,027	1,463	621	927	1,014
Uzbekistan	121	-	1,969	1,144	1,481	552	595	1,437	-
Yemen	1,161	-	-	-	-	-	288	116	-

Source: UNWTO 2023c

## 10.



### 11. Table 3: Classification of the OIC Member Countries by Region

OIC-Sub Saharan Africa	OIC-MENA	OIC-Asia
1. Burkina Faso	1. Egypt	1. Guyana
1. Somalia	1. Jordan	1. Pakistan
1. Nigeria	1. Iran	1. Afghanistan
1. Mauritania	1. Bahrain	1. Kyrgyz Republic
1. Benin	1. Morocco	1. Malaysia
1. Cameroon	1. Saudi Arabia	1. Bangladesh
1. Chad	1. Libya	1. Azerbaijan
1. Cote d'Ivoire	1. Algeria	1. Indonesia
1. Djibouti	1. Albania	1. Kazakhstan
1. Gabon	1. Iraq	1. Maldives
1. Guinea	1. Lebanon	1. Tajikistan
1. Guinea-Bissau	1. Tunisia	1. Turkmenistan
1. Mali	1. Türkiye	1. Uzbekistan
1. Mozambique	1. Yemen	1. Brunei Darussalam
1. Niger	1. Qatar	
1. Senegal	1. Oman	
1. Sierra Leone	1. Kuwait	
1. The Gambia	1. Palestine	
1. Sudan	1. United Arab Emirates	
1. Suriname		
2. Togo		
3. Uganda		
4. Comoros		

### 12.

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