

+ SUSTAINABLE TOURISM PLAN 20-23

More than a challenge, it is the way.

- **PURPOSE**

Position Portugal as one of the most competitive, safe and sustainable tourist destinations in the world through economic, social and environmental development throughout the territory.

In line with the National Tourism Strategy 2027

- **FRAMEWORK**

Sustainability in Tourism is a goal and a path that must consider the needs of visitors, the sector and the communities and its environmental, economic and social impacts in the present and future. Sustainable Tourism must make appropriate use of environmental resources, respect the socio-cultural authenticity of communities and ensure that economic activities are viable in the long term. Sustainable tourism development also requires the informed participation of all relevant stakeholders, the constant monitoring of its impacts and maintaining a high level of tourist satisfaction. *(Adapted from the World Tourism Organization (UNWTO), concept of Sustainable Tourism, 2005).*

Tourism has demonstrated the potential to contribute directly and indirectly to all 17 United Nations Sustainable Development Goals. It has been included, in particular, in Goals 8 (decent work and economic growth), 12 (responsible consumption and production) and 14 (life below water) and is today an activity, as are all of its stakeholders, committed to sustainable development on a global scale.

At European level, as a result of the growing awareness that climate change and environmental degradation pose a threat both to Europe and the rest of the world, the European Green Deal was presented at the end of 2019 as a strategic document to transform the European Union into a modern, more efficient and more competitive economy in the use of resources. Aiming to turn climate and environmental challenges into opportunities, the European Green Deal action plan stresses the importance of the commitment and involvement of all sectors of activity, among them, and for its strategic importance, that of Tourism.

The 22nd Constitutional Government's Programme also elected as one of the strategic challenges of governance the preparation to face climate change. Since Tourism is one of the economic sectors that will suffer the most from the impact of these changes and, at the same time, will be an intensifier of them, it is urgent to adopt environmental practices that minimize the emergence of climate change and promote a growing awareness of the need to change behaviour, namely in environmental efficiency and carbon footprint reduction.

In the face of these challenges, it is important that tourism stakeholders increasingly ensure that tourists know, understand and are interested in making a commitment to achieving sustainable development of territories and tourist destinations.

At the national level, the vision of the 2027 Tourism Strategy is based on the affirmation of "*Tourism as a hub for economic, social and environmental development throughout the territory, positioning Portugal as one of the most competitive and sustainable tourist destinations in the world*" and on eight strategic goals of economic, social and environmental sustainability: 1) To increase tourism demand in the country and in the regions; 2) To grow at a faster rate in revenue than in overnight stays; 3) To extend tourism activity throughout the year; 4) To increase the qualifications of the population employed in tourism; 5) To ensure that tourism activity generates a positive impact on resident populations; 6) To increase energy efficiency levels in tourism companies; 7) To promote rational management of water resources in tourism; 8) And to promote efficient waste management in national tourism activity.

In addition, and in accordance with the Portuguese Circular Economy Action Plan it is desirable that they be developed by all sectors, in particular those considered key to the acceleration of the circular economy – such as the Tourism sector – sectoral agendas that contribute to the promotion of an economic model focused on closed circuit production and consumption systems. It is intended that the "end-of-life" concept of the linear economy be replaced by new circular flows for reuse, restoration and renovation. Through many actions and projects included in the **+ Sustainable Tourism Plan 20-23** it is intended to contribute to stimulate the circular economy in Tourism, fostering the transition to an economic model based on prevention, reduction, reuse, recovery and recycling of materials and energy – Agenda for the Circular Economy in the Tourism Sector.

The examples of regional tourist destinations, on the mainland and in the autonomous regions, that already assume sustainability as a distinctive and development factor of their tourist offer and respective territories, should be highlighted. In this context, the role of regional tourism structures is essential in mobilising partners at local and regional level.

The epidemiological pandemic of the new Coronavirus (COVID-19) has changed the dynamics of societies, highlighting the negative impact on the economy in general and on the tourism sector, while noting its effects in terms of relief from environmental pressure on planet Earth.

In Portugal, the pandemic situation led to a very difficult time for the Tourism economy, even on the threshold of survival, with many companies in great difficulty.

General research on this subject points to the fact that, unlike other recent economic crises, the recovery of the economy will not push the environmental and social component to the background, imposing on most economic activities a rapid transition to sustainable development models. The moment of halt that the COVID-19 pandemic imposed must be seen as the opportunity to plan the future by accelerating the implementation of sustainability practices and principles in business development and by mitigating asymmetries.

According to the global guidelines of the World Tourism Organization (UNWTO), defined by the Global Tourism Crisis Committee on 28 May 2020, the responsible recovery of the tourism sector after the COVID-19 pandemic will allow it to resume even stronger and more sustainable activity.

The recovery of the sector based on sustainability will not only allow resilience in the face of future crises, but also the resumption of tourism activity under the commitment to do better and with greater security from the economic, social and environmental points of view.

This challenge requires the commitment of a close articulation between the whole community related to Tourism, integrating in the work to be carried out, the regional tourism structures of the mainland and autonomous regions, the Confederation of Turismo de Portugal (CTP), all the business Associations of the sector, in collaboration with the other guardians, regional and local public entities which action also relates, directly or indirectly, to the tourist activity.

Also the recent accession of Turismo de Portugal to the Global Sustainable Tourism Council (GSTC) and the Portuguese Plastics Pact (PPP), in addition to active participation in the World Travel & Tourism Council (WTTC) and the European Travel Commission (ETC) reflect the commitment to intervene and support initiatives that strengthen the role of Tourism in building a better world for all.

We know that Tourism has a role to play in society that will contribute to make Portugal an increasingly sustainable destination, capable of assuring the following generations the enjoyment of the assets that distinguish us as a country.

▪ **GUIDING PRINCIPLES OF THE PLAN**

- Act with a focus on the 17 United Nations Sustainable Development Goals (SDGs)
- Act to minimise the impact of climate change
- Align with the circular economy agenda
- Involve sector stakeholders in a joint commitment
- Contribute to achieve the Tourism Strategy 2027 goals
- Align with the UNWTO's vision for a responsible recovery of the tourism sector, post COVID-19 crisis

▪ **4 AXES OF THE PLAN**

I - STRUCTURE an increasingly sustainable offer

Goals

- ✓ Ensure that the sector takes swift and effective environmental efficiency measures
- ✓ Include in public land-use planning policies provisions ensuring the sustainability of tourism uses
- ✓ Guide the structuring of products and tourism offer through principles of sustainability
- ✓ Ensure the positive impact of Tourism on communities by reducing regional asymmetries

- ✓ Develop solutions geared to the challenges of sustainability by the innovation ecosystem in Tourism
- ✓ Research and innovate for the circular economy

II - QUALIFY the tourism sector

Goals

- ✓ Ensure the training of future professionals in the sector as agents of change
- ✓ Ensure the transversal integration of the pillars of sustainability in educational projects
- ✓ Educate for sustainability and the circular economy
- ✓ Empower businesses to meet the planet's demands in terms of sustainability

III - PROMOTE Portugal as a sustainable destination

Goals

- ✓ Ensure that Portugal is internationally recognised as a sustainable destination
- ✓ Disseminate the sustainable tourism offer, all over the territory and throughout the year
- ✓ Promote sustainable tourism demand
- ✓ Promote sustainable tourism mobility within the national territory
- ✓ Raise tourists' awareness for responsible behaviour

IV - MONITOR sustainability metrics in the sector

Goals

- ✓ Ensure continuous monitoring of sustainability metrics through a broad and stable framework of indicators
- ✓ Ensure dissemination of results

■ INITIATIVES AND PROJECTS

It will be the responsibility of Turismo de Portugal to ensure the implementation of the Plan, which includes initiatives and projects to be developed in close articulation with the institutional partners identified, some of which have already been signposted and are under development, and others to be initiated.

The aim is to ensure the involvement and commitment of entities and companies in the tourism sector, academia, as well as other sectors of activity such as the Environment and the Sea.

I - STRUCTURE an increasingly sustainable offer

| SCOPE | INITIATIVE/PROJECT | PARTNERS | SCHEDULE |
|--|--|---------------------------------------|-----------|
| Reinforcement of the environmental efficiency in the tourist offer | Revision of the tourism establishments Administrative Decree (mandatory sustainability requirements focusing on water consumption efficiency, energy and waste production) | SECTOR ASSOCIATIONS | 2021 |
| | Inclusion of sustainability requirements for new touristic uses in territorial management Instruments | CCDR ICNF APA MUNICIPALITIES | 2021-2023 |

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| | Inclusion of sustainability criteria for the attribution of financing support in the new financing instruments of Turismo de Portugal | BANKING SECTOR | 2021-2023 |
| | Creation of financing instruments for energy efficiency; water and (bio)waste for housing and catering, including implementation of certification | BANKING SECTOR | 2021-2023 |
| | Platform "For sustainable tourism" - monitoring of hotel consumption and dissemination of information and good practices for increasingly efficient consumption | AHP | 2021 |
| | AQUA+Hotéis - Programme for Water Use Management by Hotels | ADENE SECTOR ASSOCIATIONS | 2021 |
| | Guide to Sustainable Construction in Tourist Enterprises (new construction and rehabilitation) | NOVA Hospitality & Tourism Platform ENVIRONMENTAL FUND | 2020 |
| Sustainable companies and destinations | Clean & Safe Stamp - promoting tourist confidence in the tourist offer - network of audits and new developments of the platform www.portugalcleanandsafe.pt | SECTOR ASSOCIATIONS MINISTRY OF HEALTH MINISTRY OF CULTURE / IGAC DGAE, IMT/ARAC FCM, CNIG, APECATE REGIONAL TOURISM ENTITIES | |
| | Clean & Safe Stamp 2.0 - new dimensions for the qualification of the service in the post-COVID period (health safety, well-being, sustainability) | MINISTRY OF HEALTH SECTOR ASSOCIATIONS | 2021 |
| | ISO-TC 228 Sustainability: Translation and implementation of the ISO Standard | CT-144 (TOURIST SERVICES) | 2021 |
| | Review and Implementation of Portuguese Standards on tourist services already edited | CT-144 (TOURIST SERVICES) | 2021 |
| | Provision of technical information on internationally recognized certifications and labels for adoption by companies and destinations | REGIONAL TOURISM ENTITIES SECTOR ASSOCIATIONS CERTIFICATIONS AND LABELS MANAGING ENTITIES | 2021-2023 |
| | Training on certification for business and destinations | GSTC | 2021 |
| | Sustainability Good Practice Guides for Tourist Entertainment and Events | APECATE | 2021 |
| | National Tourism Award - distinction of success cases in typologies: Network Tourism; Authentic Tourism; Sustainable Tourism; Trust Tourism Intelligent Tourism | BPI IMPRESA | 2020 |
| Mitigation of climate change | Identification of areas at risk of climate change and definition of mitigation measures for sensitive territories (coastline, inland waters and classified areas) | MINISTRY OF THE SEA MINISTRY OF THE ENVIRONMENT AND CLIMATE ACTION | 2021 |
| | Report on Water Efficiency in Golf Courses - survey of the current situation; development of proposals for improvement and framing them within the Regional Water Efficiency Plans | PORTUGUESE GOLF FEDERATION CNIG ENVIRONMENTAL FUND | 2020 - 2023 |
| | Provision of information to support tourists and tourism establishments on heat waves | MINISTRY OF HEALTH | 2021-2023 |
| Plastic reduction in Tourism | Identification and disposal of single use, problematic or unnecessary plastics in the sector | PORTUGUESE PLASTICS PACT | 2020-2023 |
| | Good practice guide for the reduction of single-use plastic in tourist accommodation | TRAVEL WITHOUT PLASTIC ENVIRONMENTAL FUND | 2020-2021 |
| | Training of companies for the disposal of single-use plastic | MEMBERS OF THE PACT TRAVEL WITHOUT PLASTIC | 2021-2023 |
| Circular Economy | The practices of circular economy in coastal tourist destinations: Guide to Good Environmental Practices for Tourist Accommodation (including specific requirements for tourism establishments in coastal areas and the adoption of the principles of circular economy); addressing the issues of coastal protection, urban clean-up and waste management with coastal municipalities. | AHRESP APA ENVIRONMENTAL FUND | 2020 |

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| | Guide on carbon neutrality in tourist developments and compensation measures (case study) | NOVA Hospitality & Tourism Platform ENVIRONMENTAL FUND | 2020-2021 |
| | Guide of Good Practices for the catering industry, contemplating the good environmental practices of circular economy and implementation of the certified training module on circular economy in Turismo de Portugal Schools | AHRESP ENVIRONMENTAL FUND | 2020-2021 |
| | Project “Aproveitar e Alimentar no Turismo” (Reuse and Feed in Tourism) - Fighting Food Waste in Tourism | SECTOR ASSOCIATIONS NATIONAL COMMISSION FOR THE FIGHT AGAINST FOOD WASTE REGIONAL TOURISM ENTITIES | 2021-2023 |
| | Gastronomy and Wine SELECTION Programme - implementation of the new Sustainable Gastronomy segment | AHRESP | 2020-2023 |
| Sustainable Mobility | Plan to increase train use for tourism mobility in the territory and connectivity with other low carbon mobility services | WORK GROUP WITH CP, IP, MUNICIPALITIES | 2021-2023 |
| Accessibility for All | All for All Programme - training plan for companies and entities for accessibility for all | SECTOR ASSOCIATIONS REGIONAL TOURISM ENTITIES | 2020-2023 |
| | Inclusion of accessibility criteria for the attribution of financing support in the new financing instruments of Turismo de Portugal | BANKING SECTOR | 2021 |
| | Accessible Beaches Programme | INR APA | 2020-2023 |
| | Accessible Festivals Programme | INR | 2021-2023 |
| Valuation of cultural heritage | REVIVE Programme - Recovery and valuation of architectural heritage of interest, currently totally or partially derelict and degraded for new tourist uses | DGPC DGTf DGRDN MUNICIPALITIES | (2018) - 2023 |
| | REVIVE NATUREZA (REVIVE NATURE) Programme - Recovery and valuation of real estate located in low density territories for new tourist uses | TOURISM FUNDS | (2019) - 2023 |
| | “Dinamizar Fortalezas” (Dynamize Fortresses) Programme - boosting heritage to attract new audiences (focus on interior development and territorial cohesion) | REGIONAL TOURISM ENTITIES MUNICIPALITIES | 2020-2023 |
| | Development of tourist products, focusing on the territories' anchor cultural assets and territorial cohesion, in the framework of the Regional Tourism Entities' Action Plans | REGIONAL TOURISM ENTITIES | 2021-2023 |
| Valuation of natural heritage | Portuguese Trails - Cycling and Walking "100% Responsible" Programmes (sustainable practices and services developed by partner companies) | SECTOR COMPANIES | 2020-2023 |
| | UNESCO Geoparks National Network - development of new tourist offers anchored in the valuation and preservation of endogenous products and the natural heritage of the geoparks network | UNESCO GEOPARKS REGIONAL TOURISM ENTITIES | 2020-2023 |
| | Development of a tool for the dissemination of good tourist practices in the Natural Protected Areas | ICNF | 2021 |
| | Sustainable motor caravanning Programme - Development of an infrastructure and services national network to support motor caravans; awareness-raising and enforcement to combat illegal parking of motor caravans | REGIONAL TOURISM ENTITIES FPCM ICNF PSP, GNR ANMP AHRESP | 2020 - 2022 |
| | Development of tourist products, focusing on the territories' natural anchor assets and territorial cohesion, within the scope of the Regional Tourism Entities' Action Plans | REGIONAL TOURISM ENTITIES | 2021-2023 |
| | Guide to good practices in the management of tourist activity on surf spot beaches | TOURIST ENTERTAINMENT WORK GROUP | 2020-2021 |

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| Valuation of the nautical offer | Guide to Good Sustainability Practices for nautical Infrastructures | MINISTRY OF THE SEA NAUTICAL STATIONS NETWORK | 2021 |
| | Training of Marines, Ports, Nautical Stations and Business Managers on Sustainability Practices | MINISTRY OF THE SEA NAUTICAL STATIONS NETWORK | 2021-2022 |
| Innovation and sustainability | Inov4Sustainability - Sustainability oriented R&D programme in tourism business | NEST – Tourism Innovation Centre | 2021-2022 |
| | Futurlabs4Sustainability - Laboratories for experimentation with ideas and pilot projects in the field of sustainability and accessibility in Tourism | NEST – Tourism Innovation Centre | 2020-2021 |
| | Digital tool for self-diagnosis of sustainability, with internationally level scorecard; reports of immediate improvement measures; data management | NEST – Tourism Innovation Centre | 2020-2021 |
| | Support to start-ups with sustainability-oriented projects in the framework of the FIT network acceleration programmes | FIT NETWORK | 2021 |

II - QUALIFY the tourism sector

| SCOPE | INITIATIVE /PROJECT | PARTNERS | SCHEDULE |
|--|--|---|-----------|
| Capacity building for sustainability | Densification of training content on sustainability, circular economy and energy efficiency in Turismo de Portugal Schools' courses | SECTOR ASSOCIATIONS | 2020-2021 |
| | Development of e-learning contents (MOOC's) sustainability, for autonomous learning | NEST – Tourism Innovation Centre | 2020-2021 |
| | Dissemination of good environmental practices in Tourism to Polytechnic Institutes and Professional Schools with Tourism Courses | RIPTUR ANQEP ANESPO | 2020-2021 |
| | Project "Educar para um Turismo Sustentável" (Education for a Sustainable Tourism) - Training Programme for Basic and Secondary Schools for Sustainability in Tourism | ANQEP | 2020-2021 |
| | BEST Programme - Implementation of a training programme for companies and destinations in the areas of sustainable construction, energy efficiency, efficient use of water, waste production, calculation/compensation of carbon footprint, processing/evaluation of bio-waste | SECTOR ASSOCIATIONS NEST – Tourism Innovation Centre | 2021 |
| | Sustainability Training Programme for professionals in active employment | SECTOR ASSOCIATIONS | 2021 |
| | Sustainability awareness events | | 2021-2023 |
| | Sustainability Internal Plan of Turismo de Portugal and its Schools Network | | 2020-2023 |
| Sustainability in the National Qualifications System | Creation of Short-Term Training Unit for the National Catalogue of Qualifications (transversal to all levels of training and courses) | ANQEP | 2021 |

III - PROMOTE Portugal as a sustainable destination

| SCOPE | INITIATIVE /PROJECT | PARTNERS | SCHEDULE |
|---|--|---|-----------|
| Project Portugal as a sustainable destination | Inclusion of messages and content about Portugal as a sustainable tourism destination in communication | REGIONAL TOURISM ENTITIES REGIONAL AGENCIES TOURISM PRODUCTION | 2021-2023 |

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| | actions aimed at the internal and international markets | | |
| | Inclusion of messages and content on sustainable mobility in Portugal, namely railways, in the communication actions aimed at the internal and international markets | CP | 2021-2023 |
| Promotion of the offer throughout the territory and throughout the year | Implementation of communication actions to promote the Interior Regions of Portugal | | 2020-2023 |
| | Capacity building of the tourist operation in the interior regions of the continent and the ultra-peripheral regions of the Azores and Madeira | REGIONAL TOURISM ENTITIES COLLABORATIVE NETWORKS | 2021-2023 |
| | Implementation of communication and marketing plans for tourism products that extend tourism activity all year round | REGIONAL TOURISM ENTITIES REGIONAL AGENCIES TOURISM PRODUCTION | 2021 |
| Awareness-raising among tourists | Sustainable motor caravanning - Life Campers initiative | REGIONAL TOURISM ENTITIES FPCM ICNF | 2020-2021 |
| | Responsible Tourist - Development and communication of content on good sustainability practices for tourists | REGIONAL TOURISM ENTITIES SECTOR ASSOCIATIONS | 2021-2023 |
| Sustainable events | Valuation of good sustainability practices in the criteria for granting financial support to events | REGIONAL TOURISM ENTITIES REGIONAL AGENCIES TOURISM PRODUCTION | 2021 |
| | Definition of criteria for the capture of events related to Sustainability | REGIONAL TOURISM ENTITIES REGIONAL AGENCIES TOURISM PRODUCTION CONVENTION BUREAUX | 2021 |
| | Planetiers World Gathering - International event: sustainability, entrepreneurship and regional development | PLANETIERS WORLD GATHERING | 2020 |
| | Évora Forum - A World For Travel | AWFT | 2020 |

IV - MONITOR sustainability metrics in the sector

| SCOPE | INITIATIVE /PROJECT | PARTNERS | SCHEDULE |
|--|--|---|---------------|
| Monitoring of the performance for sustainability in the Tourism sector | Creation of Regional Sustainability Observatories as part of the UNWTO Network of Observatories (INSTO) | REGIONAL TOURISM ENTITIES UNIVERSITIES POLYTECHNICS | (2019) - 2023 |
| | Implementation of the system of sustainability indicators at destination level based on international recommendations of the WTO, European Commission (ETIS) and Global Tourism Sustainable Council (GSTC) | REGIONAL SUSTAINABILITY OBSERVATORIES NETWORK | 2021-2022 |
| | Tourist Enterprise Survey (including monitoring of plastic use) | | 2020-2023 |
| | Annual Sustainability Report (internal and sector) production with recognition from the Global Reporting Initiative (GRI) | | 2020-2023 |
| Knowledge production | Creation of a platform for co-production of knowledge in the field of Tourism, to be integrated in the TravelBI (open database) | UNIVERSITIES AND RESEARCH CENTRES | 2022 |
| | Development of methodologies to define the tourist load capacity in territories for territorial planning purposes | UNIVERSITIES | 2021-2022 |
| | Active participation in international networks to disseminate good practices in Portugal | WTO, ETC, WTTC, OECD GSTC | (2016) - 2023 |

GOALS TO BE ACHIEVED IN 2023

| GOAL in 2023 (year 0 - 2021) | INDICATOR |
|---|--|
| 50% increase in tourism establishments with energy efficiency, water and waste management systems | No. of tourism establishments with systems implemented, in the projects "Por um Turismo Responsável" (For a Responsible Tourism) by AHP and "AQUA+HOTEIS" by ADENE |
| Disposal of single-use plastic in 20% of 4 and 5 star tourism establishments | No. of tourism establishments that have eliminated single-use plastic in their operation (survey) |
| Clean & Safe Label - 25 000 members, 30 000 trained and 1 000 audited | Number of members, trained and audits carried out |
| 50 000 professionals trained in the areas of sustainability | No. of participants in training/ capacity building actions |
| 500 international references on sustainable offer in Portugal | No. of articles published in international digital media |

IMPLEMENTATION OF THE PLAN

Implementation must be built in a plural way, involving all partners and mobilising all actors: institutions, regions, businesses and civil society.

The current positioning, present and future challenges, and changing external environment impose a shared responsibility for sustainability in the Tourism sector.

In this sense, integrating all the Tourism stakeholders, through a Monitoring Group for sustainability in Portugal as a tourist destination, is the key to the implementation process of this plan.

The shared management model and the monitoring of the responsibility of Turismo de Portugal, as the coordinating entity, in articulation with the Monitoring Group, will ensure the implementation of the plan with the consequent implementation of the initiatives and projects identified and the fulfilment of the challenges posed, in a dynamic perspective and with the focus on gradual growth for an increasingly sustainable Tourism in Portugal.

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| COORDINATION | TURISMO DE PORTUGAL | <ul style="list-style-type: none"> - Streamline the implementation of the Plan - Mobilise partners - Monitor the implementation of the Plan |
| DYNAMISATION | Confederation of Turismo de Portugal Sector Associations Regional Tourism Entities NEST – Tourism Innovation Centre | <ul style="list-style-type: none"> - Stimulate the implementation of the Plan in their respective areas of competence - Generate knowledge and experience sharing networks |
| REFLECTION | MONITORING GROUP FOR SUSTAINABILITY | <ul style="list-style-type: none"> - Debate on sustainability in the sector and subsectors relevant to Tourism - Share of national and international knowledge and good practice |

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| | (includes interlocutors from the entire value chain; international partners) | <ul style="list-style-type: none"> - Monitoring of the implementation of the Plan - Identification of recommendations for action in the short/medium term |
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The Sustainability Plan for Tourism 2020-2023 is the strategic, participatory and dynamic referential through which Turismo de Portugal assumes the responsibility of mobilising stakeholders and society to promote sustainability in Tourism over the next three years.

The initiatives and projects identified in the Plan, without prejudice to their clear relevance for the period 2020-2023, do not exhaust the objectives to be achieved, require continuous articulation among the various tourism stakeholders and the possibility to add other initiatives considered also as relevant.

The management and monitoring of the initiatives and projects to be implemented over these three years will enable the necessary reassessment of the Plan, with a view to ensuring its continuity from 2024 onwards, as a second phase, in the challenge of making Portugal a sustainable tourist destination.

Turismo de Portugal appreciates the contributions received from stakeholders in the preparation of the Sustainability Plan.

The public consultation phase follows, until 26th January 2021.