

GOOD GOVERNANCE PRINCIPLES IN TOURISM SECTOR DURING THE WAR: THE WAYS OF IMPLEMENTATION AND LESSONS LEARNED

Tourism is the important field of human social activity from economic, social, cultural, geopolitical, and other reasons. From the perspective of economy tourism sector makes GDP contribution, generates employment and business, creates, and supports a wide range of linked economic activities and industries, induces more consumption, and stimulate countries to reach Global Standards. From the social and cultural points of views, tourism makes people more open-minded and aware about diverse cultures, helps to creates social links and has a big significance as the way for recreation. Tourism brings development, intercultural dialogue, secure and comfortable life environment. Tourism is also one of the ways of diplomacy and national branding.

Due to the significance of tourism for socio-economic development, attraction investment and creation positive image, countries, regions, and cities put their effort on the creating tourist attractions, building infrastructure, inventing tourist routes, and promoting themselves as tourist destinations. The Russian military invasion to Ukraine has strongly impacted on all the spheres of Ukrainian people's life and economic activity. To resist, the implementation of good governance principles is crucially important.

The aim of this paper is to investigate the ways of the response to the challenges for tourism sector caused with the war from the point of view of their interrelation to the good governance principles (based on the case study of Kyiv city).

The paper is written based on both the analysis of strategic documents concerning tourism development and branding in the city of Kyiv and measures for the development of various areas of tourism, branding and marketing of the city of Kyiv as a tourist destination during full-scale war, which are carried out by the relevant local authority, Tourism and Promotion Department of the executive body of the Kyiv City

Council of the Kyiv City State Administration). The author of the article is directly related to the development and implementation of local branding and marketing of the city of Kyiv as a tourist destination as an official of the Department of Tourism and Promotions of the executive body of the Kyiv City Council of the Kyiv City State Administration.

Good governance principles. As the other economic sectors and fields of social activity for its effective development and functioning needs good governance meaning here both its results from common perspective and scientific approach.

The World Bank introduced the normative term “good governance” in a report on sustainable growth in sub-Saharan Africa in 1989 (Doornbos 1995, 2001). The report revealed that the bank’s liberal development strategy did not facilitate sustainable development and democracy because of the failure of public institutions (World Bank 1989). The notion of good governance refers to a policy strategy in which aid distributors combine New Public Management with advocacy of liberal democracy in stressing the political, administrative, and economic values of legitimacy and efficiency (Rhodes 1996, 1997, 2000, 57; Kersbergen & Waarden, 2004).

In 2001, the European Commission published a white paper on governance that presented five principles of good governance: openness, participation, accountability, effectiveness, and coherence (European Commission 2001). These principles underlie democracy and the rule of law, and apply to all levels of government (global, European, national, regional, and local).

In 2008, the Council of Europe adopted the Strategy for Innovation and Good Governance at Local Level, including also the 12 Principles of Good Democratic Governance. The Strategy and the Principles were agreed earlier at the 2007 Ministerial Conference in Valencia, Spain.

The 12 Principles of Good Democratic Governance encapsulate fundamental values defining a common vision of democratic governance in Europe and include: (1) Participation, Representation, Fair Conduct of Elections; (2) Responsiveness; (3)

Efficiency and Effectiveness; (4) Openness and Transparency; (5) Rule of Law; (6) Ethical Conduct; (7) Competence and Capacity; (8) Innovation and Openness to Change; (9) Sustainability and Long-term Orientation; (10) Sound Financial Management; (11) Human rights, Cultural Diversity and Social Cohesion; (12) Accountability.

Using the 12 Principles as a reference point can help public authorities at any level measure and improve the quality of their governance and enhance service delivery to citizens. (12 Principles of Good Governance | Municipalities for Europe, n.d.)

According to Ukrainian scholars on public government field, the principles of good governance include: (1) legality; (2) unity of interests; (3) subsidiarity; (4) corporatism; (5) transparency; (6) adequacy; (7) responsibility; (8) innovativeness (V. M. Vakulenko & M. K. Orlatiy, 2008, 84-85).

Key channels and instruments of communication (based on strategic documents). According to the strategical document “Marketing strategy of Kyiv strategy” created by the CORE agency due to the initiative of Tourism and Promotion Department of the Kyiv City State Administration (Marketing strategy for the development of tourism in the city of Kyiv, 2020) the focus is made on digital communication via such channels as social media, mobile application, and informational portal (target audience – foreign tourist bloggers).

This marketing strategy proposes these ways of inviting tourists to Kyiv including:

- **announcement** (the defining unique features of the city; organization of own mass events, commercial and public events)
- **promotion** (participation in exhibitions; traditional advertising; digital advertising; social networks; available and modern souvenirs, promotional products)
- **ambassador activity** (the Kyiv residents – ambassadors of the city; blogs, reviews of tourists, reviews, ratings, articles in the media; Kyiv in cinema, photos, videos,

advertising location; Leadership representation in the field of tourism: conferences, cases, educational events).

The challenges for tourism created by the war (case study of the Kyiv city). The war, caused by the military aggression of Russian Federation on early morning February 24, 2022, has caused a big number of challenges for tourism including:

1) **insecurity**. Due to the real threat of people's life all the territory of Ukraine has become dangerous area because of unpredictable military attacks of Russian's. Companies and agencies belonging to this field had to stop their work concerning tourism not to make risk for the lives of tourists. A lot of them have changed the aims of their activity to help people.

2) **damages of infrastructure**. Due to the bombings during the first days of the war Boryspil airport – the main air gates to Ukraine – was damaged. International and Ukrainian airlines had to stop their activity in Ukraine and to cancel the flights due to insecure Ukrainian sky.

3) **the change of the activity of the enterprises and companies involved to tourism before**. The war has put the issues of people's lives save as the main priority. State enterprises and private business have put their effort and resources to help people to leave dangerous territories. Ukrainian state company "Ukrzaliznitsya" ("Ukrainian railway") has organized evacuation of people from Southern, Eastern and Northern regions of Ukraine to the West on regular and additional trains with no charge. A big number of hotels and hostels coordinated by the Department of Tourism and Promotions of Kyiv City State Administration have provided their facilities for Ukrainian and international militaries, international media, volunteers, and refugees. Association of Incoming Tourist Operators (AITO) has organized evacuation of people from Kyiv to Western regions of Ukraine and abroad. For instance, the network of restaurants "Dima Borisov family" supplied Ukrainian military forces and people in need with their food free of charge. These sudden change of economic activity to the charity and social one is the strongest prove of the unity of Ukrainian nation and

Ukrainian peoples' readiness and willing to help each other even people they don't know personally.

These activities had strong social impact, but they didn't bring income to business and enterprises they have experienced the need of restart of their commercial and business activity to make money.

4) **the lack of funding.** The main administrative body which deals with tourism development and tourism promotion of the Ukrainian capital is the Department of Tourism and Promotions of the executive body of Kyiv City Council (Kyiv City State Administration). According to Ukrainian legislative base during the war the finances and municipality budget funds are spent on military and humanitarian needs. The development of tourism and tourism marketing activities are not funded from state, regional and local budgets. Due to this, all the funding for tourism development and marketing activities (including festivals, promo-tours etc.) was reduced.

5) **the crash of the peace image of the city of Kyiv as tourist destination and the need to search for new meanings and messages and to create new branding.** The Russian missiles launched at Kyiv by Russia in the early morning of February 24, 2022, have damaged not only the residential buildings (where people were sleeping) and civil infrastructure but also the image of Kyiv as a tourist destination having been built for lots of years. From the city being promoted as "your next travel destination", "MICE hub", "city with ancient history and entertainment for different tastes" for one moment Kyiv has turned into "the bombed city in the center of Europe" and "the capital of country in war". This sudden transformation of the image of the city of Kyiv and the big amount of news about the war has several different effects. On the one side the global awareness about the location of Ukraine and the city of Kyiv has grown, thus on the other side due to real reasons the greatest number of potential tourists don't think about Kyiv as the destination for vacation or business event during there is the war in Ukraine.

These challenges have strongly (almost totally) decreased the number of tourists in Kyiv in the first half-year of 2022 and put a question about the further ways of the development of tourism in Kyiv.

Key channels and instruments of communication about the city of Kyiv during the war. Due to the high interest to the Ukraine of all the world the awareness about Ukraine and Kyiv in many countries of the world has increased very quickly. Almost all the countries of the world are supporting Ukraine in the war against Russian aggression. Journalists from famous foreign media came to Ukraine and Kyiv to highlight the war. So, the awareness about Ukraine and Kyiv as geographical locations have increased.

Due to the limited possibilities for the conducting of tourism marketing activity during the war there is a need of the new ways and support of the tourist marketing of Ukrainian cities including the city of Kyiv.

To take these challenges such actions have been made by the Department of Tourism and Promotions of Kyiv City State Administration:

1) Informing of the audience about the situation in Kyiv, activities connected to tourism via official pages in social media

2) Continuing cooperation with tourist associations – Association of Incoming Tour operators of Ukraine, Ukrainian Association of Medical Tourism, Ukrainian Association of Tourist Guides about the humanitarian issues, international cooperation – for instance the Department of Tourism and Promotions provided informational support for the evacuation organized by the Association of Incoming Tourist Operators

3) Active communication and negotiations with international partners – International Conference and Congresses Association (ICCA), City Destination Alliance, Tourism Borders of foreign countries to inform the world about the war in Ukraine, to organize the evacuation of Ukrainian children to foreign countries

4) Creating of a new tourist route “Kyiv unbreakable” demonstrating the locations in the Ukrainian capital damaged by the war and organization of the series of Free Walking Tours (free of charge excursions)

5) Informing of the international audience about the situation in Kyiv – giving interviews to the foreign, Ukrainian and Kyiv media

6) Presentation of the Kyiv on global platforms – international tourism exhibitions as IMEX (Frankfurt on Maine, Federative Republic of Germany), speaking about the situation in Kyiv and impact of the war on tourism in Kyiv, promoting the message “Kyiv is the capital of great people” and “You should organize your event in Kyiv after the war”.

Analyses of the measures taken for tourism sector support and development during martial law in Ukraine from the point of view of good governance principles. Despite the challenged of the war and new circumstances of life the measures taken by the local authority as Tourism and Promotions Department of Kyiv City State Administration respond to the principles of good governance. For instance, due to the lack funding the principle of participation is not implemented fully as there is the shortage of funding for participatory practices as civil budget. Thus, the role of effective partnership both with local stakeholders and international partners has increased dramatically – international companies organizing international tourism exhibitions provided booths and equipment with no charge and for instance International Congress and Conference Association has provided the membership for 2022 with no charge. This has become possible only due to the previously established partnerships between local authority, business and civil stakeholders and foreign partnerships only due to the relationship and communicated been established during long period of time before and are the result of complex activities. This situation makes evidence that effective partnerships are crucially important for good governance. Due to this the author proposes to include the “effective partnerships” into the list of good governance principles and will develop this idea in next academic and practical investigations.

The war and martial law have created strong challenges for the tourism sphere as insecurity, damages of infrastructure, change of the activity of the enterprises and companies involved to tourism before, lack of funding, crash of the peace image of the city of Kyiv as tourist destination and the need to search for new meanings and messages and to create new branding, crash of the peace image of the city of Kyiv as tourist destination and the need to search for new meanings and messages and to create new branding. The analyses of the measures implemented by local authority to support and develop tourism sector in Kyiv has proved the following of most of the good governance principles and underlined the importance of effective partnership as a new possible good governance principle.

Keywords: *war; tourism sector; good governance*

References

1. 12 Principles of Good Governance | Municipalities for Europe. (n.d.). Municipality for Europe. Retrieved November 10, 2022, from <https://www.bpe.al/en/12-principles-good-governance>
2. Berdanova, O. V., Boyko-Boychuk, O. V., & Vakulenko, V. M. (n.d.). Management of a modern city (V. M. Vakulenko & M. K. Orlatyi, Eds.). The National Academy of State Administration of the President of Ukraine.
3. Brunger, S. (1990). World Bank. Sub-Saharan Africa: From Crisis to Sustainable Growth. Washington, DC: The World Bank, 1989. 300 pp. African Studies Review, 33(1), 146–147. <https://doi.org/10.2307/524638>
4. Doornbos, M. (2001). “Good Governance”: The Rise and Decline of a Policy Metaphor? The Journal of Development Studies, 37(6), 93–108. <https://doi.org/10.1080/713601084>
5. Doornbos, M. (2013). State Formation Under External Supervision: Reflections on ‘Good Governance.’ In O. Stokke (Ed.), Aid and Political Conditionality (pp. 377–391). Routledge. European Governance A White Paper. (n.d.). European Commission. Retrieved November 10, 2022, from https://ec.europa.eu/commission/presscorner/detail/en/DOC_01_10

6. Kersbergen, K. V., & Waarden, F. V. (2004). 'Governance' as a bridge between disciplines: Cross-disciplinary inspiration regarding shifts in governance and problems of governability, accountability and legitimacy. *European Journal of Political Research*, 43(2), 143–171. <https://doi.org/10.1111/j.1475-6765.2004.00149.x>
7. Marketing strategy for the development of tourism in the city of Kyiv. (n.d.). Official web portal of Kyiv city state administration. Retrieved November 10, 2022, from https://kyivcity.gov.ua/kyiv_ta_miska_vlada/struktura_150/vikonavchiy_organ_kivsko_misko_radi_kivska_miska_derzhavna_administratsiya/departamenti_ta_upravlinnya/upravlinnya_turizmu_ta_promotsiy/marketingova_strategiya_rozvitku_turizmu_v_misti_kiyevi/marketingova_strategiya_turistichnogo_kiyeva_CORE_dlya_kmda_kontsepsiya/
8. Rhodes, R. A. W. (1996). The New Governance: Governing without Government. *Political Studies*, 44(4), 652–667. <https://doi.org/10.1111/j.1467-9248.1996.tb01747.x> Rhodes, R. A. W. (1997). Understanding governance: Policy networks, governance, reflexivity, and accountability. Open University. <https://eprints.soton.ac.uk/336524/>
9. Rhodes, R. A. W. (2000). Governance and Public Administration. In J. Pierre (Ed.), *Debating Governance: Authority, Steering, and Democracy*. OUP Oxford.