

**KINGDOM OF CAMBODIA  
NATION RELIGION KING**



**TOURISM DEVELOPMENT PLAN (TDP)  
FOR  
THE DESTINATION SIEM REAP-ANGKOR  
(2020-2030)**

May 2020

*Proposal written by TMP team  
In consultation with ICC-Angkor Ad hoc Experts in sustainable development*

**TOURISM DEVELOPMENT PLAN (TDP)  
FOR  
THE DESTINATION SIEM REAP-ANGKOR  
(2020-2030)**

A – NATIONAL AND INTERNATIONAL CONTEXT

B – THE CURRENT SITUATION OF TOURISM IN SIEM REAP-ANGKOR

C – SWOT ANALYSIS

D – SHARING AND WORKING SESSIONS WITH STAKEHOLDERS

E – VISION, OBJECTIVES, AND PROPOSED ACTION PLANS

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May 2020

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## ABSTRACT

Siem Reap-Angkor, one of the 4 touristic poles in the Tourism National strategy, defined as a cultural destination in Cambodia thanks to its cultural resources, especially Angkor the UNESCO World heritage site, has reached its maturity. The destination must evolve by preparing for the growth and changing trends of tourism, preserving its resources, having better communication of added value and focusing on sustainable development. Therefore and in order to ensure a sustainable development, tourism development must evolve with strong cooperation internally, externally and transversally.

The management and development of Angkor Site can't be dissociated from the one of Siem Reap, as Siem Reap-Angkor constitutes a singular and unique tourism destination. Its development as a historical, cultural, and religious destination must comply with existing legal frameworks and the national strategy both from qualitative and quantitative point of view. It aims to define strategies and propose short, mid, and long-term as well as transversal and operational actions to be implemented. It should be noted that the development plan we are proposing had been initiated in 2018 and completed in December 2019, and therefore makes no reference to the new situation recently born of the universal pandemic, following the dissemination of COVID 19. Meantime, the concerned institutions including APSARA Department of Tourism are currently developing emergency measures to boost tourism and ensure safety of visitors.

Before proposing the action plans for the touristic development of Siem Reap-Angkor destination, in line with the national and international framework, we went through:

- the National Policy and Strategy;
- the national and international mechanism and laws, and legal frameworks;
- the Outstanding Values of Angkor;
- the previous existing management and/or development plans;
- the recommendations of the ICC-Angkor.

We have highlighted 5 objectives:

- Ensure positive experience;
- Reduce site impact;
- Provide opportunities to local people;
- Partnership with stakeholders;
- Promote tourism of stay instead of tourism of visit.

And, we have followed 3 steps, under the supervision of the ad hoc Experts of ICC-Angkor, in order to propose operational actions which response to the needs of the destination and the people centered approach:

- Diagnosis of the current situation of tourism in Siem Reap-Angkor and SWOT analysis (*August 2018-August 2019*);
- Sharing of results of diagnosis and discussion with stakeholders (*September- Mid October 2019*);
- Action plans (*Mid October- November 2019*).

Taking in consideration the results of the sharing and discussion with stakeholders as well as the current organization chart of APSARA, we have determined 3 action plans (*visitor flow management, environment protection and governance*) on both national and international levels and 10 actions sheets in order to be operational, and implemented first in Angkor site and then in Siem Reap. Each project we have proposed is answering to sharing and discussion sessions with stakeholders and to the need of the destination, and responds to demand and feasibility study. In addition, it has to be noted that the new organization chart of APSARA had been issued in 2020 but not been yet formalized. Therefore the action sheets will be reviewed once this new structure is formalized.

## **A- NATIONAL AND INTERNATIONAL CONTEXT**

**a/ Reminder of main lines of the National Policy and Strategy of Tourism Development**

**• Rectangular Strategy-Phase IV (2018-2023) of the Royal Government of Cambodia, for the vision 2050**

The four Strategic Rectangles reflecting the 4 priority areas to be developed and/or enhanced.

**Rectangle 1:** Human resource development (*quality of education, science and technology; vocational training; public healthcare and nutrition; and gender equality and social protection*);

**Rectangle 2:** Economic Diversification (*logistics system and transport, energy and digital connectivity; key and new sources of economic growth; economy and industrial revolution; and financial and banking sector development*);

**Rectangle 3:** Promotion of private sector development and employment (*job, promotion of SMEs and entrepreneurship, Public-Private Partnership, and competitiveness*);

**Rectangle 4:** Inclusive and sustainable development (*agricultural and rural development, sustainable management of natural and cultural resources, management of urbanization, and environmental sustainability and readiness for climate change*).

**Tourism, as a system, is the priority sector determined in the Rectangular Strategy of the Royal Government of Cambodia. Tourism greatly contributes to socio-economic development, job creation, income generation, improvement of people's livelihood and poverty alleviation.** (*Message of support on Tourism Development Strategic Plan 2012-2020 from Samdech Akka Moha Sena Padei Techo HUN Sen, Prime Minister of the Kingdom of Cambodia, September 04, 2012*).

**• National Development Strategic plan (2019-2023)**

Based on the Rectangular Strategy-Phase IV, the national Development strategic plan focuses on the governance, work condition, human resource development and diversification of the economy, **helping better to develop tourism sector in the country and enhance the quality.**

**• Tourism National Policy (adopted on 19 December 2008)**

4 touristic poles identified:

- Phnom Penh and surrounding;
- Siem Reap-Angkor and surrounding;
- Coastal zone;
- Ecotourism in the zone of North-East, Southwest and Tonlé Sap.

5 Policies of Tourism Development and management were set up:

- Sustainable tourism development;
- Collaboration with other sectors;
- Human Resource Development;
- Private Sector;
- Traffic facilitation and international relationship.

**Tourism in Cambodia is based on the potential of cultural and natural resources and must be developed in a sustainable manner, allowing well balancing conservation and development.**

**• Tourism Development Strategic Plan 2012-2020**

6 strategic directions determined:

- Tourism product development (*link between destinations within Cambodia and with neighboring countries*);
- Marketing and promotion (*attractiveness of Cambodia as a tourist destination on national and international level*);
- Connectivity and travel facilitation and tourist transportation;



- Tourism safety system and negative impact management;
- Legal system and management mechanism;
- Human resource development.

5 fundamental principles given:

- Freedom for tourism business, so equal competition;
- Open Sky policy and tourist transportation;
- Cooperation and Partnership with private;
- Community based tourism;
- Law enforcement.

**Cultural tourism is a priority for Cambodia, while other forms of tourism need to be improved and/or developed.**

#### **b/ Reminder of ANGKOR framework**

Some important mechanism, laws, charters, and conventions become legal framework for the management, the development, and the protection of Angkor site.

##### **• Mechanism and laws on national level:**

**9-11 September 1991:** On the occasion of the “Round table on Angkor” held at UNESCO headquarters, official request from HRH Prince NORODOM Sihanouk, President of the Supreme National Council and Head of State of Cambodia, had been addressed to UNESCO to coordinate international efforts to safeguard the ANGKOR monuments, to help against armed conflict and illicit international market for Khmer art.

**14 December 1992:** the Committee of the World Heritage inscribed the Angkor Site on the List of World Heritage and on the List of the World Heritage in Danger.

5 conditions had to be fulfilled by the government of Cambodia:

- Enact adequate protective legislation;
- Establish an adequately staffed national protection agency;
- Establish permanent boundaries based on the UNDP Project;
- Define meaningful buffer zones;
- Establish monitoring and coordination of the international conservation effort.

**12-13 October 1993:** First Inter-governmental Conference on Angkor was held in Tokyo

- Adoption of Tokyo Declaration, a fundamental text defining Spirit, Framework and Methods of International Actions;
- Establishment of International Coordinating Committee for Safeguarding and Development of Historic Site of Angkor, known as ICC-Angkor.

**21-22 December 1993:** First plenary session of the ICC-Angkor, held in Phnom Penh, under the co-chairmanship of France and Japan, with UNESCO providing the services of standing Secretariat;

**08 May 1994:** Royal Decree establishing Protected Cultural zones in Siem Reap Angkor Region and guidelines for the management;

**19 February 1995:** Establishment of APSARA National Authority (*Autorité pour la Protection du Site et l'Aménagement de la Région d'Angkor*). Status' modification and restructuring (1999, 2004 and 2008);

**28 May 1996:** Law on the protection of the national cultural heritage and sub-decree of application come into force in 2002;

**5 July 2004:** Angkor was taken off from the List of “Sites in Danger”, and permanently inscribed on List of World Heritage Site;

**6 December 2012:** Enactment of the Charter of ANGKOR.

• **Framework on international level:**

- 1954:** The Hague Convention for the protection of cultural property in the event of armed conflicts;
- 1970:** The Convention concerning the measures to be taken to forbid and prevent the illicit import, export and ownership transfer of cultural property;
- 1972:** The Convention concerning the protection of the cultural and natural world heritage;
- 1992:** Agenda 21, on environment and sustainable development
- 1995:** The Charter of Lanzarote (the Canary Islands, Spain), charter on sustainable tourism;
- 1999:** The ICOMOS Charter on cultural tourism;
- 2003:** The Convention on the protection of the intangible cultural heritage;
- 2005:** The Convention on the protection and the promotion of the diversity of cultural expressions;
- 2006:** The Phnom Penh-Vientiane Charter on cultural diversity and cultural tourism;
- 2015:** The Policy Document for the Integration of a Sustainable Development Perspective into processes of the world heritage convention.



*Ta Prohm*

### **c. Retrospective Statement of Outstanding Universal Values of Angkor (2012, WHC-12/36.COM/8E)**

#### **Brief synthesis**

Angkor, in Cambodia's Northern Province of Siem Reap, is one of the most important archaeological sites of Southeast Asia. It extends 401 square kilometres and consists of scores of temples, hydraulic structures (basins, dykes, reservoirs, canals) as well as communication routes. For several centuries Angkor, was the centre of the Khmer Kingdom. With impressive monuments, several different ancient urban plans and large water reservoirs, the site is a unique concentration of features testifying to an exceptional civilization. Temples such as Angkor Wat, the Bayon, Preah Khan and Ta Prohm, exemplars of Khmer architecture, are closely linked to their geographical context as well as being imbued with symbolic significance. The architecture and layout of the successive capitals bear witness to a high level of social order and ranking within the Khmer Empire. Angkor is therefore a major site exemplifying cultural, religious and symbolic values, as well as containing high architectural, archaeological and artistic significance.

The park is inhabited, and many villages, some of whom the ancestors are dating back to the Angkor period are scattered throughout the park. The population practices agriculture and more specifically rice cultivation.

- (i) The Angkor complex represents the entire range of Khmer art from the 9th to the 16th centuries, and includes a number of indisputable artistic masterpieces (eg: Angkor Vat, the Bayon, Bantey Srei).
- (ii) The influence of Khmer art, as developed at Angkor, was a profound one over much of south-east Asia and played a fundamental role in its distinctive evolution.
- (iii) The Khmer empire of the 9th–16th centuries encompassed much of south-east Asia and played a formative role in the political and cultural development of the region. All that remains of that civilization is its rich heritage of cult structures in brick and stone.
- (iv) Khmer architecture evolved largely from that of the Indian sub-continent, from which it soon became clearly distinct as it developed its own special characteristics. Some independently evolved and others acquired from neighboring cultural traditions. The result was a new artistic horizon in oriental art and architecture.

#### **Integrity**

The Angkor complex encompasses all major architectural buildings and hydrological engineering systems from the Khmer period and most of these “barays” and canals still exist today. All the individual aspects illustrate the intactness of the site very much reflecting the splendor of the cities that once were. The site integrity however, is put under dual pressures:

- a) Endogenous:** exerted by more than 100,000 inhabitants distributed over 112 historic settlements scattered over the site, who constantly try to expand their dwelling areas;
- b) Exogenous:** related to the proximity of the town of Siem Reap, the seat of the province and a tourism hub.

#### **Authenticity**

Previous conservation and restoration works at Angkor between 1907 and 1992, especially by the École Française d'Extrême-Orient (EFEO), the Archaeological Survey of India, the Polish conservation body PKZ, and the World Monuments Fund have had no significant impact on the overall authenticity of the monuments that make up the Angkor complex and do not obtrude upon the overall impression gained from individual monuments.

#### **d. Existing Management - Development Plans and/or study for Angkor and Siem Reap-Angkor**

To determine orientations and keys for future tourism for Siem Reap-Angkor, preserve cultural and natural resources, ensure economic growth, reduce poverty alleviation, and enhance the quality of life through partnership with stakeholders and human resource development.

- 1995:** “Mission d’étude tourisme Siem Reap-Angkor”, *Détente Consultant, SCORE TOURISME, GIE Villes Nouvelles*, proposing the Management of the surrounding of the monuments, Transports, Infrastructures and Welcome Center;
- 2002:** “Conservation et Développement dans la région de Siem Reap-Angkor”, *UNESCO-APSARA-AFD*, focusing on measures to be taken by APSARA such as Circuits, Circulation flow, Interpretation and Signage;
- 2007:** “Angkor Management Plan”, *NZAID*, proposing 5 programs: Heritage, Landscapes and Natural Resource Management, Communities, Tourism and Administration;
- 2012:** “Tourism Management Plan”, *Unesco, Australian Government, and APSARA*, proposing 17 actions: Integrate Management at Individual Temples, Visitor Flow Management, Transport system, Visitor orientation, visitors services and Experience, Tourist guide training, Local craft, Ticketing, Industry Relationship and communication, Siem Reap, Tonle Sap, and Phnom Koulen, Monitoring of progress by the ICC;
- 2013:** “Heritage Management Framework”, *Unesco, Australian Government, and APSARA*, including 4 components: Tourism Management Plan, Risk Map, Capacity Building and Pilot Projects.



*Tonlé Sap*

**B- THE CURRENT SITUATION OF TOURISM IN  
SIEM REAP-ANGKOR  
(Diagnosis)**

## **I. FRAMEWORK**

### **I.1. WHY TO DO A DIAGNOSIS TODAY?**

**Following to previous recommendation of experts in sustainable development of the ICC for Angkor** and the need to update the diagnosis of 2009 (JICA) and, in order to share findings with fellow stakeholders while adapting new strategies in accordance with the evolution of the destination.

The Tourism Management Plan (TMP), as elaborated in 2012, presents the strategies without a diagnosis, though a difficulty to implement certain priorities because it did not align with the apparent issues of the destination. Certain priority actions listed by the TMP have been accomplished (Code of Conduct, discussion with the private sector (CG), and creation of the website), other priorities have proven impossible to implement such as naming a Site Manager. The evolution of the current situation requires further analysis, the establishment of other strategies readdressing other priorities for which we identify action plans and propose action sheets.

In 2017, the experts in sustainable development of ICC for Angkor recommended to urgently developing a tourist situation diagnosis as a prerequisite for the establishment of a strategy focused on 2 or 3 major objectives developed with specific actions.

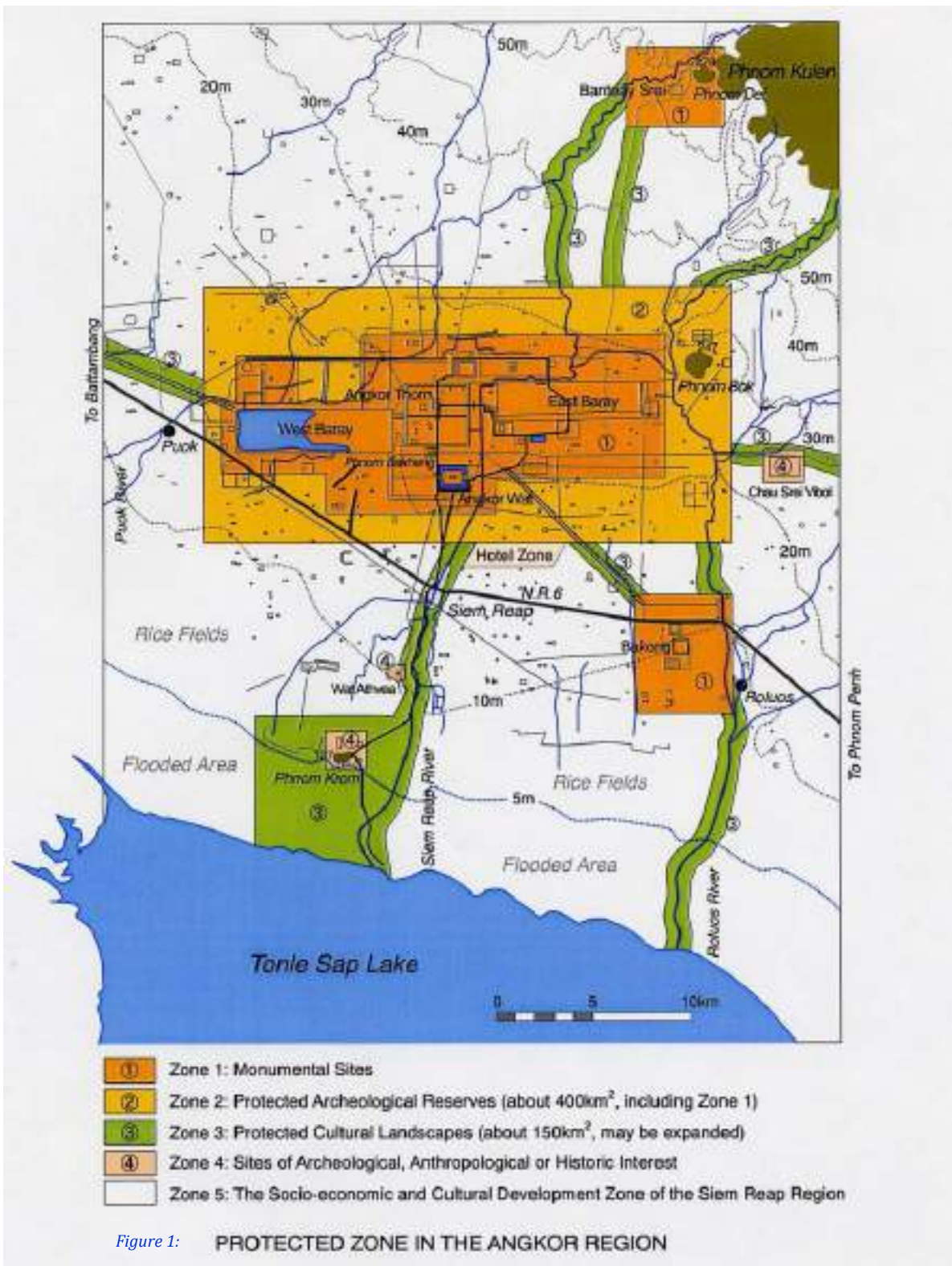
In 2018, the TMP group presented a draft of the diagnosis. Following working sessions with the TMP group and in order to highlight the importance of the diagnosis, the experts recommended to propose within the framework of the document, a territorial and collaborative vision, indispensable for tourism development in Siem Reap-Angkor.

### **I.2. WHY SIEM REAP-ANGKOR?**

#### **➤ Because it is the responsibility of APSARA and under its jurisdiction**

- By **Royal Decree NS/RKT/029/12 (1995)**, establishing a National Public Body for the protection of the site and development of Angkor region, called APSARA, it is specified in the article 2 that **APSARA's mission is to design and conduct the tourism development of five zones defined by the Zoning and, manages Siem Reap-Angkor.**



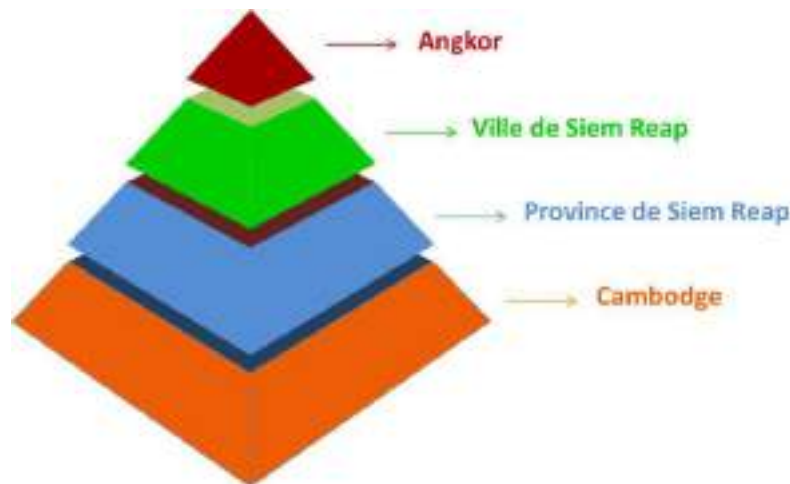


➤ **Siem Reap-Angkor constitutes a singular and unique tourism destination.**

4 interdependent levels: park, city, province, and country. All Public and Private Actors must be consulted and are de facto part of this diagnosis.

For example, the flow management must be treated at minima in collaboration with the ticket office.

➤ **The *Angkor Heritage Management Framework* (HMF, 2013) highlights that sustainable development of Siem Reap is vital to safeguarding the heritage values of Angkor and the urban heritage of the city itself.**



### **I.3. OBJECTIVES OF THE DIAGNOSIS**

Based on the current situation of the tourism at destination, the diagnosis aims to:

- ⇒ **Identifying and sharing the strengths, weaknesses, threats and opportunities with concerned parties.** The SWOT to be presented with all parties involved to collaborate in defining strategies and propose actions to develop the destination with a sustainable approach.
- ⇒ **Defining strategies and propose short, mid, and long-term as well as transversal action plans to be implemented:**
  - Allowing for full range of stakeholders to have a clear understanding of the tourism industry, to establish a common goal and collectively work towards both development and cultural preservation of Siem Reap-Angkor over the next 10 years.
  - To respond to the identified challenges of sustainable, responsible and economically profitable development.
- ⇒ **Think actions in a transversal way in order to stop multiplying the punctual actions, to conduct structuring actions which if they are not always visible, determine the success of many future operations.**

**IN ORDER TO:**

- Improve overall management of the site: offer a better experience to visitors, reduce negative impacts, and be ready for large influx of visitors
- Improve the quality of life of local inhabitants and communities of Siem Reap-Angkor
- Better manage and promote the importance of environmental values.



#### I.4. ESTIMATED TIMELINE

- MAY-JULY 2018: Organization of team and review of literature
- AUGUST-JUNE 2019: Evaluation of current situation of tourism at destination, and establishment of the diagnosis of the current situation of tourism in Siem Reap-Angkor
- JUNE 2019: Presentation of the diagnosis at the 32<sup>nd</sup> technical session of the ICC for Angkor
- JULY 2019: Complete surveys (visitors, hotels, restaurants, transportation, and EDC), and finalize the diagnosis according to the recommendations of ad hoc Experts of the ICC of Angkor.
- AUGUST-OCTOBER 2019: SWOT analysis and sharing of the diagnosis with relevant parties to identify strategies, while implementing the actions considered as priorities.
- NOVEMBER 2019: Identify mid to long-term action plans and a tentative timetable for implementation
- DECEMBER 2019: Present the strategies, action plans (short, mid, and long-term), and timetable during the 33<sup>rd</sup> Technical Session of the ICC for Angkor
- From 2020, once the plan is finalized following the ad hoc Experts' Recommendations and adopted by APSARA: share with the various concerned stakeholders (public and private sectors) in order to identify for each action and each task, a responsible, an intermediary responsible, a team work, the necessary budget, and the steps to proceed with the implementation of the action plans.

#### I.5. METHODOLOGY

The Diagnosis of Siem Reap-Angkor has been carried on through the use of:

- Review of literature
- Qualitative interviews with stakeholders
- Quantitative surveys

TO GET a better vision of:

- Tourist Offer and Demand
- Global image of the destination
- Governance

**Note:** Interview of 32 public and 24 private actors

STEPS	METHODS
Analysis of the tourist offer and Clientele of Siem Reap-Angkor	<ul style="list-style-type: none"> <li>- Research and analyze data collected by AE, MoT, UNWTO, Airport, immigration services</li> <li>- Research and Assessment to identify and list all center of interest of the destination, proposed circuits, and organized events</li> <li>- Develop standard operation procedures for interviews and surveys</li> <li>- Survey visitors at the temples, in the city, and at the airport</li> <li>- Interview TO/TA</li> </ul>

	<ul style="list-style-type: none"> <li>- Hold a count of, and reference for, all services and infrastructures of the destination</li> </ul>
Analysis of the national and international image of Siem Reap-Angkor	<ul style="list-style-type: none"> <li>- Perform research on international press, social media, travel guides, etc.</li> <li>- Interviews with TO/TA while evaluating their websites, and analyzing tools used to promote the destination</li> <li>- Evaluations of official websites (MoT, APSARA) and of the tools used to promote the destination</li> </ul>
Analysis of the governance	<ul style="list-style-type: none"> <li>- Develop process for interviewing</li> <li>- Interviews</li> <li>- Meetings</li> </ul>

+	-
<ul style="list-style-type: none"> <li>- Available reports for study</li> <li>- Stakeholders available to interview</li> <li>- A committed team to conduct surveys</li> </ul>	<ul style="list-style-type: none"> <li>- Data obsolete, often contradictory, unreliable, and/or scattered</li> <li>- Team in need of training</li> <li>- Some unavailable stakeholders or not willing to share information</li> </ul>

## II. CONTEXT

### II.1. ADMINISTRATIVE AND DEMOGRAPHIC

Cambodia is a country in Southeast Asia with diverse landscapes and is composed primarily of 4 regions: the capital (Phnom Penh), the coast and its islands, the north-east zone (Ecotourism), and Siem Reap-Angkor (World Heritage Site):



Figure 2: Tourist poles of Cambodia and map of Siem Reap

The **Province of Siem Reap** located to the north-west of Cambodia, is the 10<sup>th</sup> largest province of Cambodia with 10,299 km<sup>2</sup>, with a population of 950,306 inhabitants, ranking 7<sup>th</sup> of the kingdom. There are 12 districts of which 5 are within the Angkor Park (the city of Siem Reap, Poulk, Bakong, Angkor Thom, and Banteay Srei).

The city of **Siem Reap**, with its 12 communes and 109 villages, is located at the gateway of classified sites:

- To the north, the Angkor Archaeological Park (401 km<sup>2</sup>)
- To the north-east, Phnom Kulen, the source of Angkor's rivers
- To the south, the Tonle Sap Lake (the largest freshwater lake in Southeast Asia and an important ecological site, designated as biosphere reserve by UNESCO in 1997)

The city is a popular tourist destination because of its rich urban heritage: architecture (traditional market; colonial century architecture; wooden houses; historic pagodas), landscape (countryside and banks of the river abutting the city), and nature (system of canals). It is accessible by direct flights from numerous major Asian cities, by way of land from all main Cambodian cities and from the 3 border's countries (Thailand, Laos, Vietnam) and by bus from all main Cambodian cities, Poipet (Thailand) and Laos (4000 islands), and by boat (via Tonle Sap Lake).

The city of Siem Reap developed a natural identity defined hand-in-hand with the Angkor Archaeological Park: it is often termed a service city or the "city of Angkor", whose development is determined by tourist visitation to the temples. In short, Siem Reap is the city where visitors pass through and Angkor is the primary attraction.

To note, the population of the city and the number of visitors is constantly growing. According to immigration services, we counted 3,329 expats in the city of Siem Reap in 2018 of which 1,026 were Chinese, 576 South Korean, 253 Filipinos, and 207 French. In 2017, the population was distributed as follows:

- 37% less than 18 years old
- 55% between 18 and 60 years old

- 8% more than 60 years old
- 51% are female, of which 14% are homemakers, and 49% male

Concluding: *relatively young population with more than 37% under the age of 18, and predominantly female*

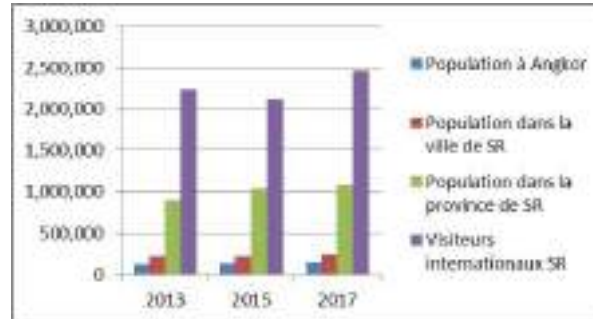


Figure 3: Population vs number of visitors

## II.2. SOCIOECONOMIC

### II.2.1. RESSOURCES AVAILABLE TO CAMBODIA

Agriculture is the dominant economic sector, while the major industries of Cambodia are manufacturing and tourism.

In 1992, at the time of Angkor’s inscription onto the World Heritage List, the GDP was 2.44 billion and the income per person was 252 USD. In 2004, when the site was listed among those in danger, it had surpassed 5.33 billion in revenue and the average income per person had risen to 406 USD.

In 2008, the GDP of Cambodia was **11.28 billion** USD and the income per person was 805 USD.

In 2018, 10 years later, the GDP had doubled and had surpassed **24.14** billion USD and the income per person had grown to **1,485** USD.

We do not have the economic data of the destination, but only the ones at the national level of Cambodia.

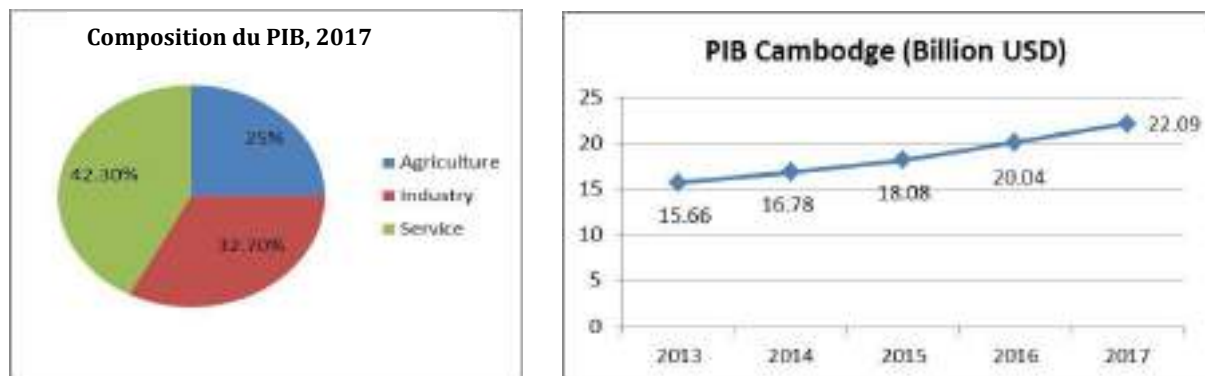


Figure 4: GDP of Cambodia

At the destination level, we often feel the negative impacts of tourism but forget that the industry accounts for 12.1% of employment in Cambodia and totals 13.5% of the GDP.

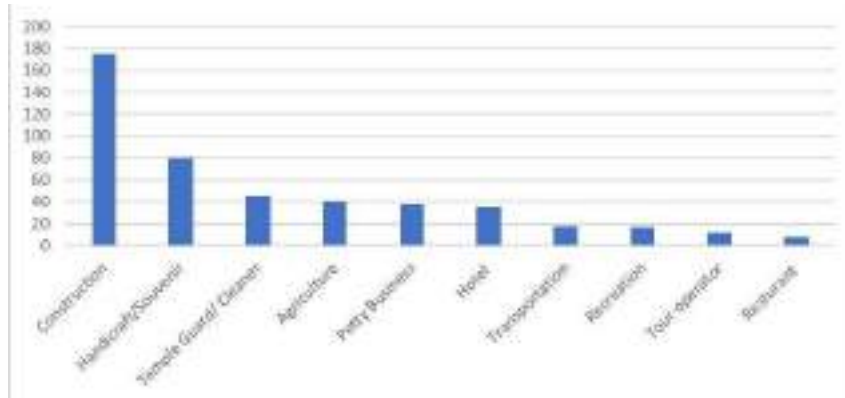


Figure 5: Employment by sector in Siem Reap 2013 (UNESCO)

In 2017, out of 5.6 million international visitors, 2.5 purchased an Angkor Pass to see the temples.

	CAMBODIA	SIEM REAP-ANGKOR
<b>GDP</b>	<b>13.5 %</b>	<b>?</b>
<b>EMPLOYMENT</b>	<b>12.1%</b>	<b>?</b>
<b>INTERNATIONAL VISITORS</b>	<b>5.6 million</b>	<b>2.5 million</b>

### II.2.2. EVOLUTION OF INTERNATIONAL TOURIST VISITATION RATES

The growth of tourism is greatly due to the political stability and the efforts of the Kingdom to attract foreign investors. Additionally, the government has adopted the ‘Open Sky’ policy that permits foreign airlines to fly directly to Siem Reap (Angkor Temples), offering greater accessibility to travelers.

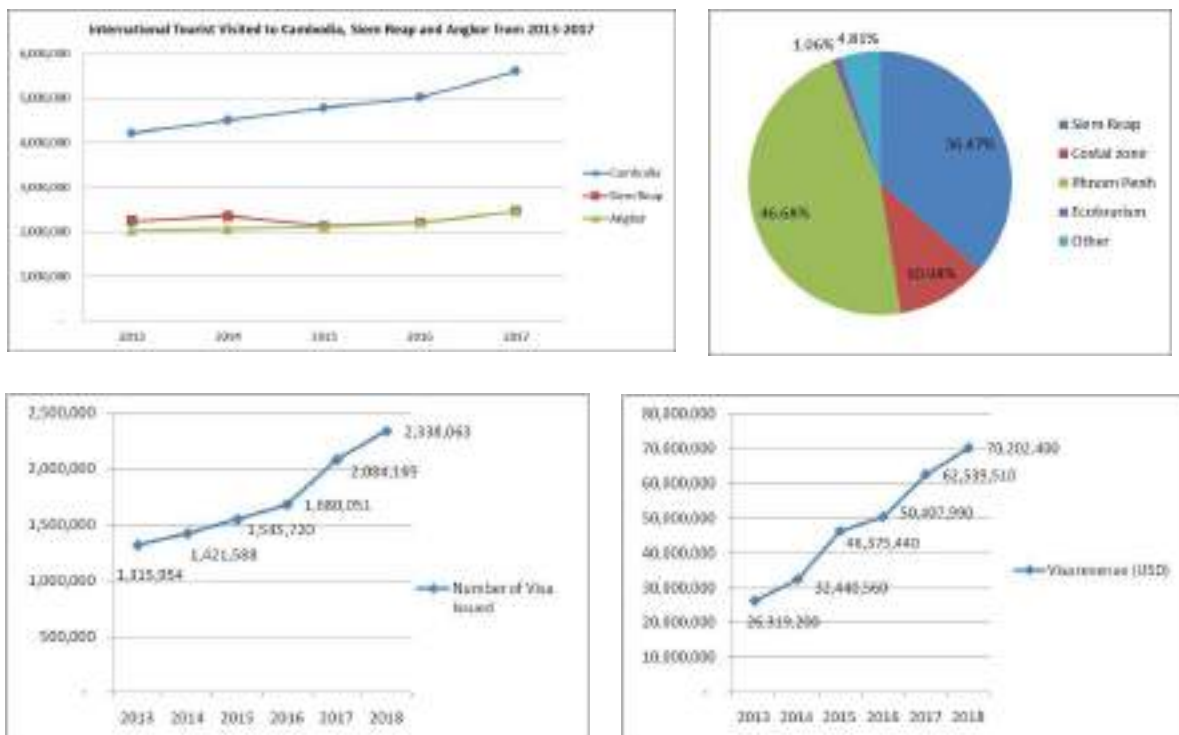


Figure 6: Evolution of international tourist visitation

In 2017, over 5.6 million international visitors, 2.5 bought a pass for the temples of Angkor.

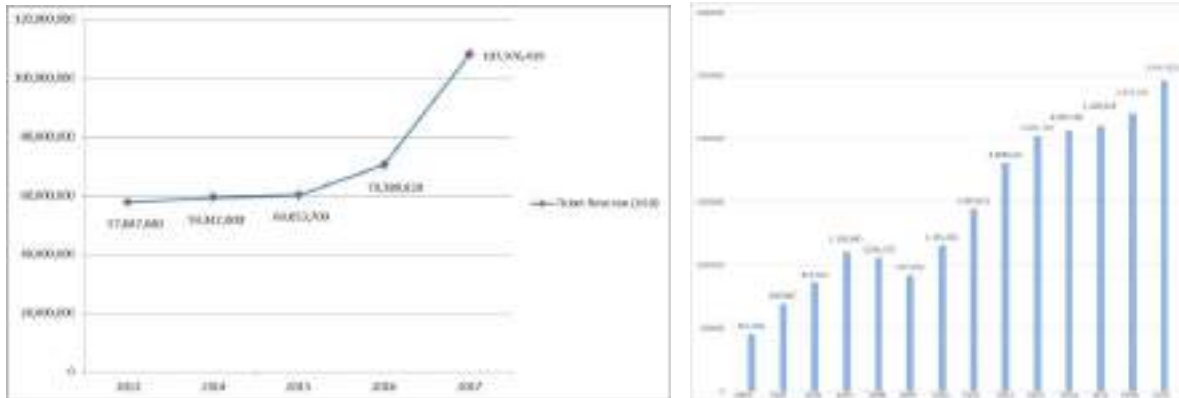


Figure 7: Evolution of pass sales and the income for Angkor

### II.2.3. CONSTRUCTION

Tourism is driving the price of land and rent in Siem Reap. The construction of medium-sized structures; hotels, restaurants, entertainment venues, stores, and services have exploded since 2003, corresponding with the opening of the international airport.

The price of land from the Psar Leu Market to the Royal Palace on National 6 road the first semester of 2017 varied between \$1,000 and \$1,500 per meter squared. A Chinese building near to Pub Street was negotiated for about \$4,000 a month while certain exceed \$10,000 a month.

The construction sector is in constant evolution, notably the development of lodging establishments. In concentrating on the 4 communities of Siem Reap city (Sala Kram, Svay Dankum, Sala Kanraeuk, and Kouk Chak), we see that the apartment market is the 2<sup>nd</sup> most active in all of the country, after Phnom Penh. In 2017, 245 projects requested construction permits, and have been approved. As evaluated in 2018, 375 newly constructed projects were initiated. This frensy is accompanied by disorderly and illegal construction or by illegal land sales in protected areas neighboring the city as the park.

In 2017, the APSARA National Authority developed a program to decommission recent illegal construction (437 in Siem Reap, 56 in Bakong, 41 in Angkor Thom, 79 in Banteay Srei, and 4 in Pouk).



Figure 8: National Road 6 in 2004 and in 2019: Boom in construction



## II.3. ACCESSIBILITY AND DOMESTIC TRANSPORTATION

### II.3.1. ARRIVALS TO SIEM REAP-ANGKOR

Siem Reap-Angkor is an accessible destination:

- ⇒ Direct flights from a number of major Asian cities
- ⇒ Land travel from Cambodian main cities and from the 3 border's countries (Thailand, Laos, Vietnam)
- ⇒ Bus from all main Cambodian cities, Poipet (Thailand) and 4000 islands (LAOS).
- ⇒ Boat (via Tonle Sap Lake)



#### - AIR TRAFFIC

The majority of visitors who come to Siem Reap-Angkor do so by plane. In 2017, we totaled **2,104,981 passengers**, of which **653,374** came from China and **1,380,631** were made up of the top ten nationalities to visit Siem Reap, as determined by the airport.

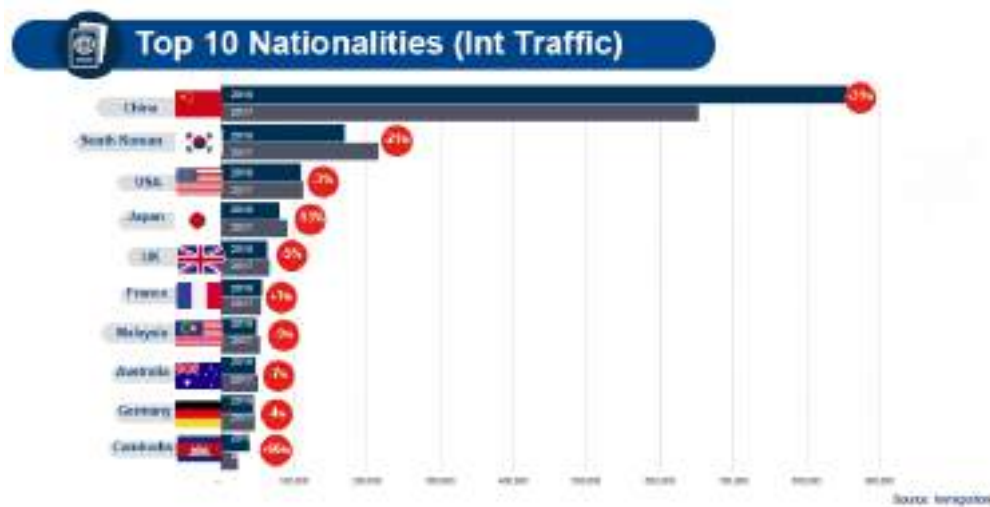


Figure 9: Top 10 Nationalities (Int Traffic)

But no direct flights to Siem Reap-Angkor from Europe, Americas, or Africa, they must pass through Phnom Penh, Thailand, Vietnam, Korea, China, or Laos. Few Cambodia airlines run international flights to China and Vietnam.

## Siem Reap International Route Network 2019



Figure 10: Siem Reap road and flight network and traffic evolution

### - GROUND NETWORK

Roads remain the dominant mode of transportation, resulting in their being essential to the social and economic development of the country. There are National Roads, mostly not in good condition, primarily due to the heavy weight of vehicles, and natural occurrences.

Réseau routier	Durée	Distance	Route
Phnom Penh-Siem Reap	5h - 6h	314 km	National 6
Battambang-Siem Reap	3h - 3h30	173 km	National 6 et 5
Poipet-Siem Reap	2h30 - 3h	150 km	National 6

National road can give access to 3 major destinations experiencing great usage.

The bus is a commonly used mode of transport, majority being from that of Cambodians. Supply consists of many private bus companies; counting 20 bus/minibus companies and 159 vehicles in total. Busses are currently running between major cities daily.

Options also include in certain areas, travel by car with private drivers, providing the best security for long journeys.





## **- RIVER NETWORK**

As of this moment we have not received the desired data, but in 2018, the provincial department of tourism did not register any arrivals by river.

### **II.3.2. HOW TO TRAVEL AROUND SIEM REAP-ANGKOR?**

As there is no public transportation, options include; bike, motorbike, scooter, passapp, grab, taxi, car, remork, and bus/minibus in/around Angkor Park and motorboats/rowboats in the Tonle Sap Lake. In 2017, we counted in Siem Reap-Angkor (city of Siem Reap and 4 districts of Angkor) **2,672 remorks, 88,608 motorbikes, 2,150 bikes, and 638 bus/minibus**. Since 2018, we've counted 1,102 passapp and grab(s).

There are also electric modes of transportation like scooters and electric cars. Since 2007, APSARA has been pushing to develop a system of electric shuttles that run between the ticket office and the temples.

## **II.4. RESSOURCES AND THE ENVIRONMENT**

The rapid economic and demographic growth of Cambodia brings with it also pollution of the environment, notably; air, water, and noise pollution, and the production of solid waste. The urbanization occurring is affecting both forests and agricultural zones.

### **- ELECTRICITY**

In 2017, coverage of the Cambodian power grid only reached 55% of inhabitants with great discrepancy between larges metropolises and the countryside. Rates are exceedingly high: one kWh costs between \$0.50 and \$1.00. This equates to a cost three to six times greater than that of France.

The statistics of the ministry show that Cambodia consumed 2,650 megawatts in 2018, demonstrating an increase of 15% from that of 2017.

75 to 100% of homes in the city of Siem Reap now have electricity.

The data for the electricity consumption of Siem Reap-Angkor has not yet been acquired, but given the number of hotels, growth in number of visitors, rising population, and the construction boom (hotels, supermarkets, malls, entertainment venues, etc.), it is assumed that it is in as much a dire state as the rest of country.

Siem Reap faces, as does all of Cambodia, a high number of power outages and relies heavily on generators, which impacts both the air quality and noise pollution.

### **- WATER**

30 to 50% of homes have access to city water in the city of Siem Reap. Phnom Kulen is woodland that peaks at 487 meters above sea level. It contains the sources of the rivers (Pourk, Siem Reap, Roluos) that irrigate the site of Angkor and dump into the Tonle Sap Lake.

ផែនទីប្រព័ន្ធអ្រូតូស្តាទិកក្នុងតំបន់សៀមរាប-អង្គរ



Figure 11: Hydraulic network in Siem Reap-Angkor region

Access to water in Siem Reap is regulated by the administration but also via the Siem Reap River, whose canals traverse the city, the Western Baray, and capturing of rain water and citizens' pumping from wells.

The department of water within APSARA National Authority evaluates the capacity of the Western Baray at 56 million meters cubed annually. 36 million meters cubed are already used for agriculture. The APSARA National Authority supplies between 5,000 and 8,000 meters cubed per day to the Board of Water of the city of Siem Reap. It is expected that by 2020 the demand will increase and surpass 18,000 meters cubed/day.

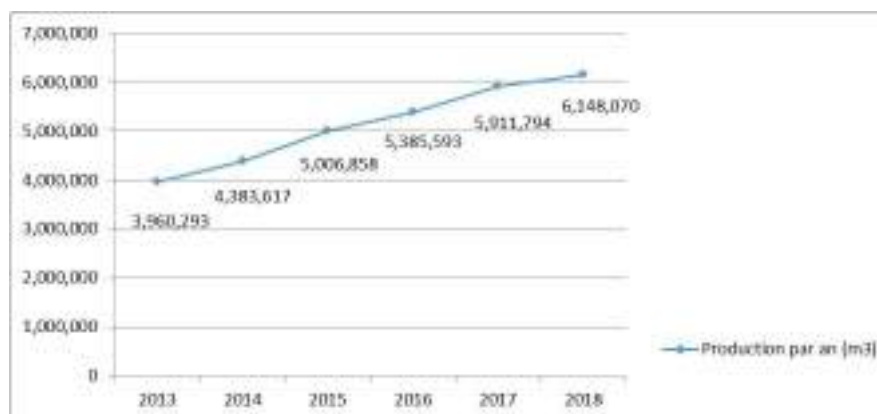


Figure 12: Evolution of clean water production (2013-2018)

According to Frédérique Vincent, professor at the *Ecole des Mines de Paris*, assistant director at *l'Institut supérieur d'ingénierie et de gestion de l'environnement* "a tourist used on average 400 liters of water per day while a citizen who farms rice takes three months to consume this amount, without mentioning pools, artificial fountains, and golf courses." So, an hotel like the *Sokha Siem Reap Resort & Convention Center* located not far from Angkor ticket booth, with

its **776 rooms**, could consume **on daily**, based on the number of double rooms and full occupancy, more than **620,000 liters of water**.

In 2012, the Japanese government signed an agreement to loan 86 million USD to Cambodia for a project aiming to provide the inhabitants of Siem Reap with the water from the Tonle Sap Lake. Their goal being to reduce the need of well water, and to limit the pumping of water from beneath the Angkor Wat complex, which could have serious detrimental effects for the site's cultural heritage over time. This project, once achieved, would provide the city of Siem Reap roughly 600,000 meters cubed of water per day from the Tonle Sap Lake.

#### - AIR

Under the APSARA National Authority, the department of water is simultaneously in charge of measuring the air quality within the Angkor Park. The measurements are taken two times per year, once during high season and once during low at Angkor Wat and at location of previous ticket office.

*The previous ticket office location:* it was noted that since the changing of location, the air quality has improved. There are in fact fewer stationed vehicles with their motors running.

*Angkor Wat:* the indication of the air quality is considered acceptable (below the threshold limit) but it was observed that since 2013, particularly 2016, since the heat wave caused by El Nino, there has been an increase in registered spikes in pollution.

The air quality during the rainy season is better than that of the dry season corresponding to the number of tourists present (national and international), trash that is burnt by locals (particles that rest suspended in the air) and the increase in quantity of busses (Chinese groups).

The city is also supposed to be equipped with devices to measure the air quality but at this time we've not received their data.

#### - FOREST

The Angkor forests are divided into three primary zones: Angkor Park, Banteay Srei, and Rolous. 84 people are regularly patrolling these areas to look out for the state of the trees, plants, prevent fires, and combat illegal logging.

In 2016, out of the 40,000 acres of the Angkor Park, 6,505 are covered in forest. In 2019, a loss of 30 acres has been registered. Phnom Kulen is being overrun by deforestation. Illegal logging and lucrative farming of cashews and beans affect the hydrological balance of the ecosystem and affect the natural environment of the fish. Overall, the forest is threatened by a rampant demographic, construction, and disruptive farming.

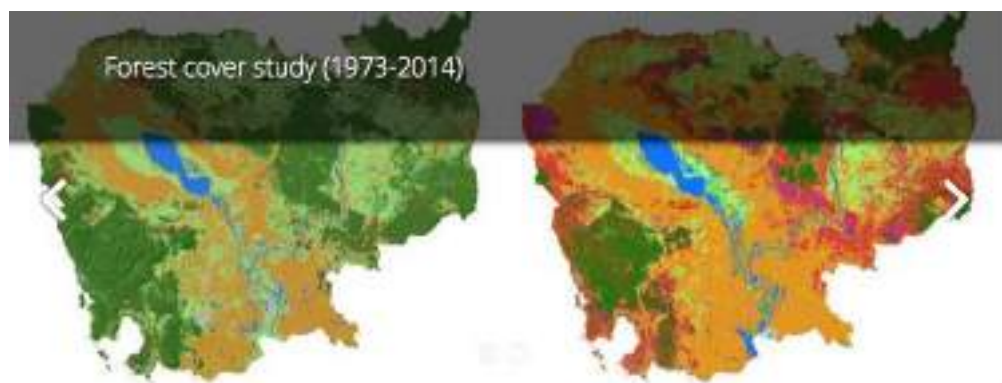


Figure 13: Forest cover study (1973-2014)

**- WASTE MANAGEMENT**

The production of waste is directly associated to the economic and demographic growth, causing issues for both human health and the environment. Waste accumulates primarily at lodging establishments, residences, markets, restaurants, tourist sites, and factories. Urban areas have driven regional growth but they have also generated rapidly growing mountains of waste.

Fast-growing economies and booming tourism have wide-reaching effects. They bring an influx in instant foods and packaging, canned drinks, shopping bags and a rising tide of waste imports from the US and Europe.

Cambodia is starting to take action by launching campaigns to ban single-use plastics, particularly in Siem Reap province, and returning 1600 tons of plastic waste to the US and Canada. The APSARA Authority has decided to ban all food consumption in the temple area.

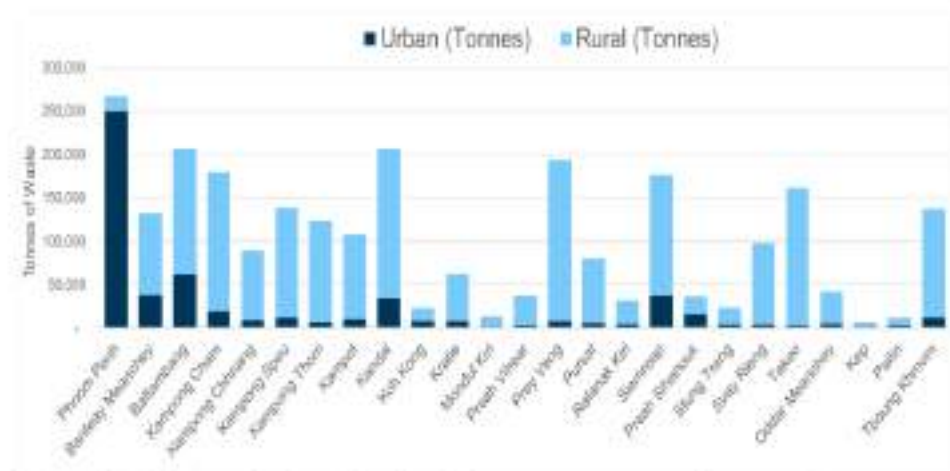


Figure 14: Graphique du PNUD sur la répartition des déchets entre zones rurales et urbaines par province. Sources : PNUD Report 2017

As it is throughout the country, private companies are in charge of waste management in the city of Siem Reap and in the Angkor Park around the temples. City Hall is in charge of the maintenance of the Steung Siem Reap River.

There is currently no formal recycling program in place. PET bottles, and/or other plastics are sorted and sold to intermediaries. The remainder of the collected waste is thrown to the side without further measures being taken to ensure the protection of the environment. The ASPARA National Authority launched a project to collect natural waste in the city and in the Angkor Park to then transform it into compost (Spean Angkor Station).

**WASTE MANAGEMENT COMPANIES:**

**VGREEN** is the company in charge of waste management in the Angkor Park, 628 employees are taking care of 350 acres, or 0.84% of the total area of the park and this does only include the temples, roadsides, and parking lots. The 113 villages remain under the responsibility of the villagers, the waste is often burned, scattered in the forest, or thrown into the water. In addition, the 628 employees are equally responsible for weeding and cleaning the moats which

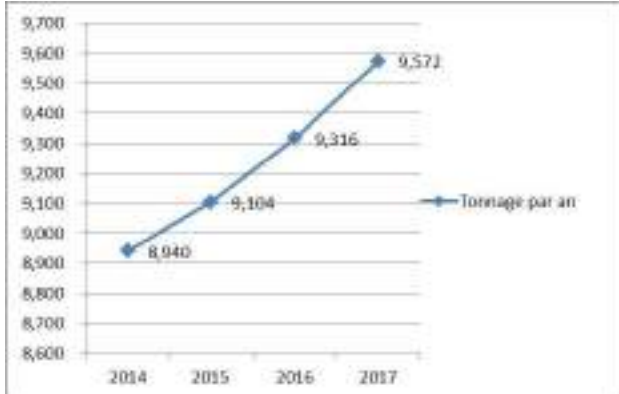


Figure 15: Evolution of waste collection in Angkor site (2014-2017)

does not facilitate the daily management of waste.

In the city, **GAEA**, a private company created in July 2007 that collects municipal solid waste from households and businesses for a fee. GAEA Siem Reap in figures: 287 employees, 31 trucks, 5 remorks, 375 tons per day per day, 17,000 clients.

To remark, GAEA is only responsible for the collection of waste that has been properly disposed in a trashcan. It is not responsible for collecting construction waste, garden waste, or industrial waste. It is in charge of cleaning and sweeping of the main streets of the city and the maintenance of certain public gardens. The 8 hectares dump is located in Bakong district in Anlong Pi commune at Trapaing Phong.

**ACTIVE GREEN CITY:** Public company paid by the Government, in charge of cleaning of public area especially along the Steung Siem Reap River and Parking nearby. Figures: 30 employees, 1 truck, 2 remorks, 2 boats 2 generators for pumping water and few tools for maintenance of trees, grass, plants along and within the river and in Parking area, collection of 10 tons daily.

*\* Problem: Active Green City as well as VGreen do not have their own dump and share the one of GAEA, for a fee. No sorting.*

+	-
<ul style="list-style-type: none"> <li>- Creation of jobs both direct and indirect</li> <li>- Increase in GDP</li> </ul>	<ul style="list-style-type: none"> <li>- Pressure on resources</li> <li>- Increase of waste production, no sorting</li> <li>- An economy over dependent on tourism</li> <li>- Impact on cultural heritage</li> <li>- Increase in illegal construction and sellers</li> <li>- Increase in number of cars, tuk tuk, etc.: rise in traffic and congestion, pollution, broken roads</li> <li>- No direct flights, destination include in the package tour with neighboring countries</li> </ul>



### III. TOURISM PRODUCT

#### III.1. OFFER

The number of tourists doubled between 2010 and 2015. Tourism has become one of the main driving forces of both economic and social development, and Siem Reap-Angkor has become a top destination to visit worldwide.

##### III.1.1. ACCOMMODATION

The city of Siem Reap has a diverse range of accommodation options (1 to 5-star hotels, boutique hotels, guesthouses, AIRBNBs, hostels, hotel residencies), with good quality/price ratio. In the low season though, due to a lack of guests, some hotels are empty, and occasionally close for renovation while others slash their rates to become price competitive with lower tier establishments.

In the protected area such as Sras Srang, or the Bakong district, accommodations are proposed through online reservation platforms such as booking.com or Agoda.

The ministry performs their census by number of rooms per hotel, and not by room nights. From 2009 to 2017, the number jumped from 120 to 220 hotels and from 2013 to 2017, from 229 to 296 guesthouses.

The most popular online booking platforms released their figures:

- **Booking.com** = 952 accommodation options, in which 44 were guestrooms, from 6 to 60 USD per night and 306 **AIRBNB** accommodations available ranging from \$10 to 2,500 per night (including apartments, villas, and boutique hotels).
- **TripAdvisor** = 1,488 establishments listed

*\* **Problem:** Regardless of the official or commercial classification, the market is out of proportion when considering the increase in number of visitor.*

*According to ministry of tourism, hotel classification by a foreign travel agency, such as Agoda, Booking.com, Trip Advisor and Expedia, is not in accordance to ministry standards. In their point of view, foreign platforms scored in accordance to tourist satisfaction. For MoT, hotel evaluation conducted by the ministry is in accordance to the country's sub decree on hotel classification and hospitality service, which evaluates based on equipment, amenities, decorations, and quality of service offered. All hotel classifications recognized by the ministry will be validated within two years, so by 2021.*



### III.1.2. FOOD AND BEVERAGE

The ministry bases their census on the number of licenses permitted. It should be noted that there is great turnover in Siem Reap, which may explain why while we continue to discuss the growth in the tourism market, there has been a decline in the number of registered restaurants year over year (191 in 2014, and 171 in 2017).

On the contrary, in 2019, TripAdvisor offers 607 different options, with a diverse range of menus, prices, and styles (vegan, vegetarian, international, local cuisine, gastronomy, etc.) and again a good quality/price index.

Training in the field of hospitality and tourism is offered at two schools: Paul Dubrule and Sala Bai.

*\* Problem: Official figures do not correspond with perceived reality*

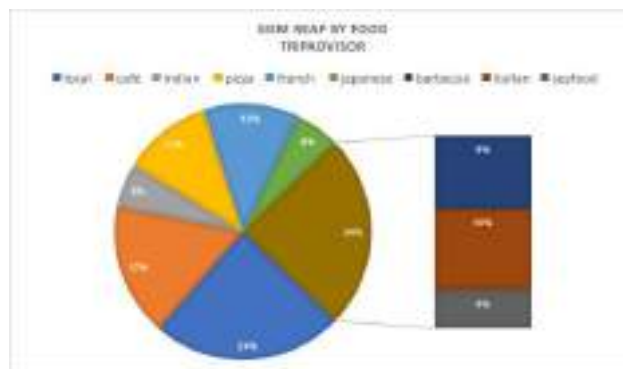


Figure 16: Food and beverage business repartition (Trip Advisor)

### III.1.3. CENTER OF INTEREST

#### - EVENTS AND CELEBRATIONS: CULTURAL, RELIGIOUS, SPORT, AND CHARITY

Multidisciplinary events are organized year-long in both the park and city by different ministries, provinces, and private sectors with the goal of:

- ⇒ Promoting culture, the site, and popular Khmer traditions
- ⇒ Raising money for sick children, breast cancer, and hospitals
- ⇒ Prolonging vacations, varying itineraries

APSARA holds the responsibility of supervising events held in the park

These events, specifically Angkor Sangkranta, marathons, yoga, and bike races draw a large number of both national and international visitors but communication worldwide is lacking. The younger generations of Cambodians participate heavily in sporting events like the marathons and bike races.

#### - ITINERARIES AND ACTIVITIES

According to TO/TA and the proposed circuits on the website:

- ⇒ Only 20 temples in the Angkor Park out of the 91 listed by UNESCO
- ⇒ Off the beaten path; Chau Srei Vibol, Beng Mealea, Koh Ker, Phnom Kulen, and Tonle Sap
- ⇒ 3 out of 9 museums (National, War, and Landmine)
- ⇒ 1 pagoda out of 13 (Wat Bo)

- ⇒ 17 activities near to the temples to do/visit (markets, Artisans of Angkor, Apsara dance, Phare the Cambodian Circus, cooking classes, villages, bike routes, etc.)

**APSARA's website (www.angkor.com.kh)** suggests different circuits ranging from 1 to 7 days to diversify visits, manage the flow of visitors, promote temples less visited, and gives visitors a better understanding of the history, culture, architecture, fauna and flora, and the religion and traditions of the Khmer people, all the while elongating the average length of stay of visitors. These circuits include:

- ⇒ Visiting 34 temples while avoiding the bus
- ⇒ 1 museum (Panorama) and 4 pagodas both inside and outside of the Angkor site
- ⇒ Activities in the park, in the city, and its surroundings; NATURE (Kulen, Tonle Sap, etc.), CULTURE (museum), SHOW, SPORT, and sunrise/sunset in the park

**\* Problem:** many activities are not being promoted throughout the tourism market. Visit of major temples, which makes it, crowded, while other are empty. Request of temple classification



### III.1.4. INFRASTRUCTURE/FACILITIES AND SERVICES

#### a/ INFRASTRUCTURE AND FACILITIES

##### - PARKING

In the park, there are 5 official free parking lots; Banteay Srei, Ta Prohm, Neak Poan, Bahkeng, and Angkor Wat. Hours of operation correspond to those of the temples, with no guards being stationed at these lots. Cleanliness is maintained by VGREEN, and there are additional short-term parking areas if needed. Despite the free parking lots, there are many vehicles parked chaotically throughout the temples and along the roads which cause congestion, negative impacts on the monuments, trees, waste, and elicit a negative visitor experience.

In the city, there are 15 for-pay parking lots which are 24/7, and well placed throughout the city but with no indication of capacity:

- ⇒ To the east and west of the city: 2 for busses, minivans, and cars
- ⇒ Around the old market and Pub Street: 1 for cars and tuk tuk, and 3 for bikes and motorbikes
- ⇒ Shopping centers: 1 at Heritage Walk, and 1 at the Major Cineplex
- ⇒ Along the river to the side of the royal garden: 1 for vehicles



- ⇒ Provincial hospital: 1 for cars on the inside, and 1 on the outside to the west, 1 for bikes/motorbikes, and 1 for the bus to the outside on the northern border
- ⇒ Peah Ang, Chek Preah, Ang Chom: 1 for motorbikes and cars
- ⇒ Along Sivutha Bd: 1 for cars
- ⇒ Panorama Museum

Taxis, buses, minivans, and trucks that pass by the parking lots to the east and west of the city must pay the entry toll; a system the provincial government of Siem Reap put into place to better manage traffic.

*\* Problem: there is no handicap parking*

#### **- TOILETS**

In the **park**, there are 21 standard toilets that are under the supervision of the Angkor Enterprise.

- ⇒ Free access with the ANGKOR PASS (otherwise 500 riels for Cambodians and 2000 riels for foreigners)
- ⇒ In 2017, 3.8 million international visitors and close to 0.6 million visitors used the bathrooms
- ⇒ With the growing number of visitors, we need to take into account the cleanliness, water supply, wastewater treatment, waste management, and the number of bathrooms
- ⇒ The park is well outfitted, but there are no lights

#### **In the city**

- ⇒ 28 toilets of different sizes
- ⇒ Owned by the state - they are by shopping centers and service stations but used by the public
- ⇒ Issue of hygiene, with exception of the toilets at the Heritage Walk

*\* Problem: In the city and in the Angkor Park, the capacity is currently insufficient, most apparent during events and festivities.*



- WC**
- WC des établissements commerciaux, 6, gratuit
  - WC de l'Etat, 7 dont 5 gratuits et 2 payants
  - WC des stations de service le long de la N6 du feu de Chong kaur Sou au feu du rond point de l'aéroport, 1 gratuit

- Information center ( En ville et dans le parc)**
- Dans le parc : 1 à Banteay Srei, APSARA
  - En ville
  - 1. Billetterie, APSARA
  - 2. Devant l'école pédagogique, MoT
  - 3. Inthanin café, MoT
  - 4. La place devant l'hotel Victoria, MoT
  - 5. Rond point de vieux marché, devant Major cinéma, MoT

Figure 17: Map of tourist facilities in Siem Reap City



Figure 18: Location of toilets in Angkor site

## - ROADS

In the park, there are paved, laterite and stabilized roads.

Today, certain roads have been reformed in DBST to connect the *Grand and Petit Circuits* to the bypass road of the park (built by the Korean group KOIKA), the airport, and the city of Siem Reap. The road connecting Angkor Wat to Bayon and Banteay Kdei have been renovated to add bike lanes (1.5m on each side, totaling 8m). The park has facilitated transportation options for visitors and local inhabitants but having an impact on the landscape and tree line. Other paved roads are currently being restored.

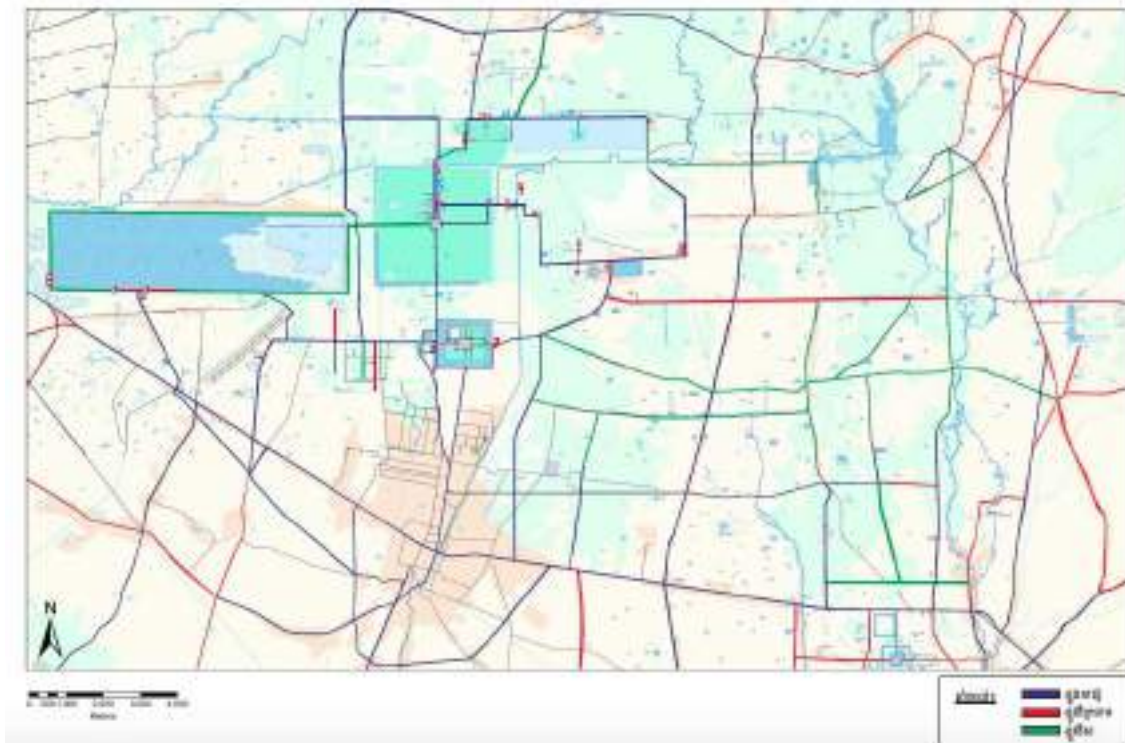
Some of the roads remaining in laterite soil allow for circulation of all modes of transportation, while others of compacted dirt are used by only those of the local population (small cars, remork, ox cart, motorbikes, bikes, etc.). These paths must be exploited, and their utilization diversified for better visitor flow management throughout the park, allowing for passage between high and low frequented temples via local villages.

### In the city, the primary routes:

⇒ Under the control of the province and partially by the APSARA National Authority

- ⇒ Equipped with sewers, of open or closed canals
- ⇒ 95% paved or concrete
- ⇒ Sidewalks are primarily occupied by merchants or used for parking
- ⇒ Signage, and traffic lights

\* **Problem:** maintenance, number of potholes, cleanliness (Chea Sim Road), pedestrian crossing, and bad traffic during rush hour.



**EN BLEU LES ROUTES GOUDRONNEES,  
EN ROUGE, CELLES EN LATERITE  
En VERT, CELLES EN TERRE COMPACTEE**

Figure 19: Road in Siem Reap-Angkor Region

### - SIGNAGE

In the park, there are two types of signs: informative/directional and name plaques.

Otherwise, in the city there are also advertisement signs.

\* **Problem:** Many different groups put up signs without proper construction/maintenance, occasionally in the same place, having an impact on vistas.

### - BENCHES, PUBLIC TRASHCANS, SIDEWALKS, PLATFORMS, AND STAIRS

In the park, there are trashcans installed inside and around the temples, but no system of sorting. During holidays, the heightened number of visitors and food trucks increases the amount of trash and waste. Platforms and wooden stairs have been installed in the primary temples to ease visits, diversify viewpoints (Bakheng, Ta Prohm, etc.), and to protect the monuments and roots of the trees. Some are in very poor condition.

In the city, there are benches along the river and in public spaces. There is no organization, and they are not protected from the sun or rain. Trashcans are sparse, no organization, or logical schematic planning, presence of garbage can be found throughout the city. Sidewalks are in

poor condition; materials used are not uniform and are often overrun by food trucks, parked vehicles, and trash.

#### **b/ FACILITIES- SERVICES**

In the city, different services can be found:

- BANKS/CURRENCY EXCHANGE/ATMS
- FIRST AID, CLINICS, HOSPITALS
- PHARMACIES
- POLICE
- INFORMATION OFFICE
- SUPERMARKETS
- SIM CARD STORES

#### **- INFORMATION CENTERS AND PARVIS**

According to a report from March 2019, there are 5 tourist information centers; 3 in the city under the management of the Ministry of Tourism, and 2 others under management of the APSARA National Authority, 1 at the ticket office, and another one in the Bantey Srei PARVIS, in Angkor site. The ministry is building another center near Sokha Siem Reap Resort and Convention Hotel and the ticket office.

APSARA Information centers are operational in accordance with the hours of the temples, providing information pertaining to the temples and attractions in the city. Those of the ministry are open until 11PM, offering maps, paid services such as tours, diner spectates, transportation, and guides. These offices are handicap accessible.

*\* **Problem:** difficulties to react, adapt, and provide sufficient service to the Chinese clientele because of language and culture barrier.*

#### **- TICKET OFFICE**

- ⇒ 7km from Angkor Wat Temple
- ⇒ Manual pass verification checkpoint at each temple entrance, with a total of 52 at Angkor
- ⇒ No online ticketing system
- ⇒ 3 types of pass are available for purchase; 1 day, 3 days (valid for 1-weeks' time), and 7 days (valid for 1-months' time) – no differentiation between demographic - for example; student, family, group, no package combined with other attractions, or by group of temples

#### **- GUIDES**

The Ministry of Tourism is in charge of training guides who are Cambodian citizens meeting the criteria.

In 2017, there were 4,324 licensed tour guides who spoke 12 different languages and 86 national guides of whom:

- 1,371 English speaking
- 815 Japanese speaking
- 766 Chinese speaking

From 2001 to 2006, 8 free training courses were offered over 3 weeks, which were run by APSARA, with the support of the Ministry of Tourism to improve the knowledge of the tour guides and to spread pertinent information regarding new development projects and new



scientific discoveries led by experts and archaeologists at Angkor. 535 guides were trained. Unfortunately, this training ceases to run.

*\* **Problem:** There are illegal tour guides either without a valid license or any license at all, who wait by the entrance of large temples, Angkor Wat in particular. Some of them are taking extra money (commission) to bring tourists in forbidden places or to choose restaurants, shops, and museums, activities, which have a negative impact even on the conveyed image of the destination.*

## **III.2. DEMAND**

### **III.2.1. TOURISM TREND**

To have a better understanding of the clientele:

- ⇒ Perform surveys in the temples and in the airports
- ⇒ Track visitors in the temples
- ⇒ Collect data from Angkor Enterprise
- ⇒ Consult statistic reports of the Ministry of Tourism and the UNWTO

Within the tourism department of APSARA we have a team spearheading these initiatives; managing the collection and analysis of all data (surveys and tracking).

*\* **Problem:** This team is understaffed and does not speak Chinese, the language most commonly spoken by the majority of visitors.*

Training is provided to improve the team's skills.

#### **- WORLDWIDE**

According to the figures of the UNWTO, the number of international tourist arrivals went from 25 million in 1950 to 669 million in 2000 and 1 billion in 2012. In 2017, the number of international arrivals had risen 7% reaching 1.3 billion. By 2030, the total number of international tourists in the world should reach 1.8 billion.

- ⇒ **Top tourist destinations:** France with 86.9 million visitors, followed by Spain (81.8), USA (76.9), China (60.7), and Italy (58.3).
- ⇒ **Origin of travelers worldwide:** predominantly European (634.6), Asia and the Pacific (329.8 against 152.7 in 2015), followed by USA (220.6).
- ⇒ **Purpose of trip:** leisure (55%), visiting friends and family, medical or pilgrimage (27%), work (13%).

**In terms of spending,** China is in the lead with 257.7 billion USD, followed by USA (135), Germany (89.1), UK (71.4), and France (41.4).

The region of Asia-Pacific registered 324 million tourist arrivals in 2017, almost a quarter of the worldwide figure. The Chinese currently represent more than 16.2% of the total number of the international arrivals who are spending over 24hrs in the region.

The most frequently visited destinations by Chinese travelers are dispersed through the north-east and south-east of Asia. Chinese tourists spent 250 billion USD in 2017, almost 1/5 of global tourism spending.

#### **- CAMBODIA**

According to the statistics of the Ministry of Tourism, in 2017 Cambodia hosted, 16.4 million visitors, of which 10.8 national and 5.6 international. Among these 5.6 million, 70% came from Asia Pacific, 20% from Europe, and 10% American. Tourism generated 3.6 billion USD in revenue. 91% came for the purpose of leisure and 6.66% for business.

The most important market is that of Chinese (1.9 millions), followed by the Vietnamese (1.7 million) and European (1.2 million).

### - SIEM REAP – ANGKOR

In 2017, the 2.45 million international visitors were dominated by Asia Pacific, represented by the leading figure of 58.08%, followed by Europe (22.08%)

A survey of visitors demonstrated that 47% of visitors stay 4 to 5 days, 35.8% 3 days, and 2% 1 day.

The majority of visitors stated that the temples (85.7%) and culture (66.6%) were the main factors in their choosing to visit. In regard to spending, the Ministry of Tourism observed an average of \$95.50 per day per visitor.

BRIC, EUROPE, ASEAN and South Korea are the key markets for said destination, with an elevated percentage for the BRIC demographic due to the largesse of Chinese travelers (910,000).

The European market is dominated by the UK, France, and Germany, and has held steady since the implementation of the Open Sky policy.

South Koreans (10.03%) are placed ahead of the ASEAN market and are becoming a significant target demographic.

### III.2.2. DEMAND FOR SIEM REAP-ANGKOR

#### a/ VISITATION

##### - To Cambodia and to Siem Reap

In 2017, national tourists in the mix of the country represented 10.86 million of which 3.08 were visiting Siem Reap, and the international visitors totaled 5.6 million of which 2.4 were traveling to Siem Reap-Angkor.

Close to 44% of international visitors are concentrated in Siem Reap-Angkor.

As we have not established a concrete count of national visitors and their profile, our study is essentially based on international tourists. Otherwise, the data is based on our qualitative and quantitative survey, the statistics from Angkor Enterprise and the data received from the ministry. Information such as gender is not specified except when conducting field surveys.

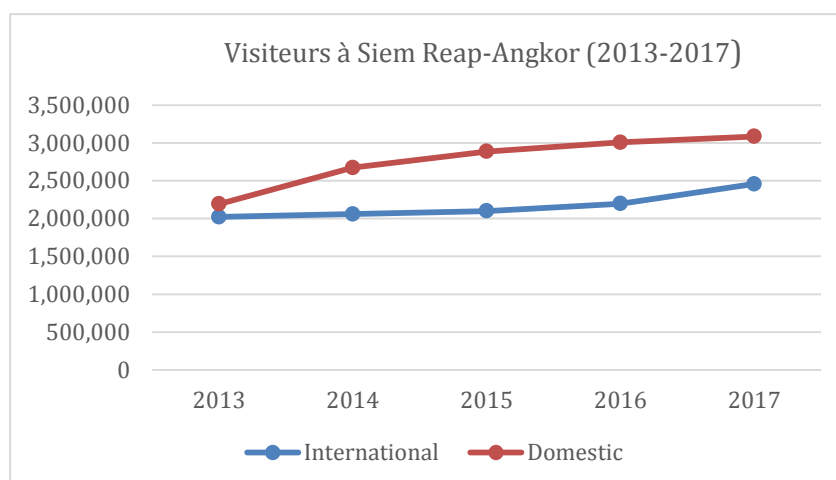


Figure 20: Evolution of number of visitors in Siem Reap-Angkor (2013-2017)

In 2017, the 1-day passes (63.68%) had grown a tremendous amount in comparison to years prior, not only in number of tickets sold but as equally relative to those of the other two types of passes.

Perhaps this does not explain precisely the reason for such short stays in Siem Reap-Angkor but it does show that visitors are spending less time in the temples, which can have repercussions on the visitor experience and an impact on the conservation of the temples.

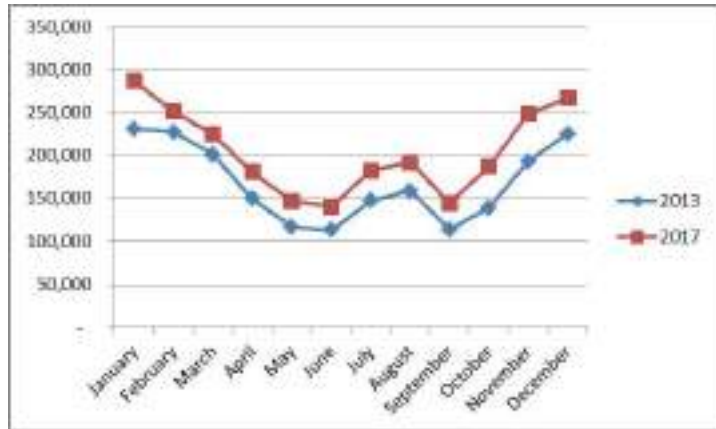


Figure 21: Seasonality in Siem Reap-Angkor (2013-2017)

This could also explain the hike in ticket prices for Angkor site, or the changing profile of visitor who are moreover interested in one overall trip to south-east Asia with Cambodia being only a stopover.

Intense seasonality has been recorded since 2013: the peaks of international visitation remain in January, February, March, November, and December with an average of 10% and 11% per month.

The Chinese made up 37.04% of the international market mix in 2017, followed by the South Korean market (10.03%). As compared to 2016, having risen from 36.39% (Chinese), followed by the UK (10.3), with Thailand falling to 21.53%.

*\* Problem: Market focused on CHINA. Surveys allowed us to understand that they are often 0 dollar package tourists.*

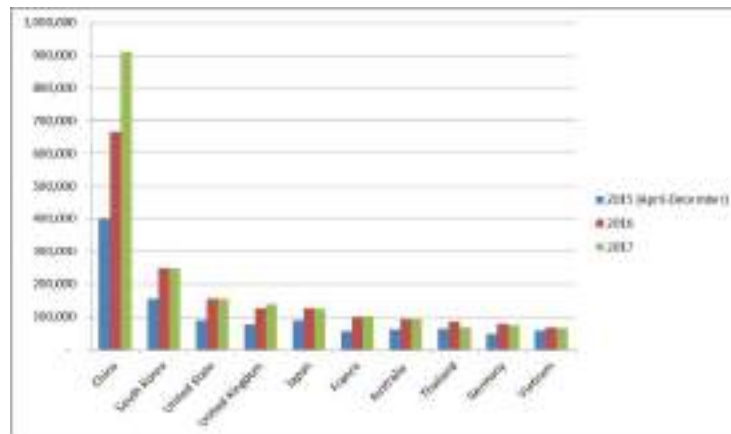


Figure 22: Top 10 nationalities in Siem Reap - Angkor (2015-2017)

The number of international visitors between the ages of 26 and 45 years old has been the most important demographic since 2015 with a significant portion reaching 66%. A reduction in international travelers between the ages of 12 to 25 (-22.14%) was recorded, as well as an increase of 18.34% of visitors greater than 46 years of age.

The segment of **individual international visitors** gained traction in 2017 (45.14%) while in 2016; it only represented 27.35% of the demographic.

From experience, as well as continually conducting visitor surveys at Angkor, national visitors generally organize their trip **in groups or with family**.



### - In the 3 major temples

A detailed annual count conducted in the temples confirmed that Angkor Wat, Bayon, and Ta Prohm are the three more visited temples, with an average of more than 6,000 visitors per day.

#### A few key figures in 2017:

- **Angkor Wat** = 7,178 visitors per day (Cambodian = 21%), since 2015 rush hour is 9AM (before, rush hour was 3PM), average length of visit = 85m
- **Bayon** = 6,028 visitors per day (Cambodian = 8%), rush hour 9AM, avg. length of visit = 34m
- **Ta Prohm** = 5,700 visitors per day (Cambodian = 6%), rush hour 10AM, avg. length of visit = 49m

#### b/ PROFILE OF VISITOR

We conducted the survey on profile of visitors at Angkor Wat from the 19-25 August 2019. For Chinese due to lack of Chinese speaking Team, we have asked the cooperation of tour guide.

To calculate the sample needed to be representative of the visitors in Angkor which is similar to Siem Reap, we used the sample size calculator of Survey Monkey, the software we choose to conduct and analyze our surveys. The calculation is based on number of visitors in 2017, taking 95% as level of confidence and 5% as margin of error. We've got 385 people to interview as representative sample size, among whom 214 Cambodians and 171 foreigners.

16 questions had been asked to better understand the profile of national and international visitors.

GENERAL TENDANCY	PROFILE OF INTERNATIONAL VISITORS						PROFILE OF NATIONAL VISITORS	
	CHINESE		ASIANS BESIDE CHINESE		WESTERN		CAMBODIANS	
AGE	<12	4.84	<12	0	<12	0	<12	1.80
	12-25	8.45	12-25	33.33	12-25	23.91	12-25	28.44
	26-35	40.32	26-35	48.48	26-35	21.51	26-35	37.85
	36-59	82.89	36-55	23.81	36-59	56.98	36-59	26.17
	>60	1.81	>60	2.38	>60	8.83	>60	5.14
GENDER	FEMALE	49.90	MALE	53.28	MALE	55.36	MALE	52.38
	MALE	50.10	FEMALE	46.72	FEMALE	44.64	FEMALE	47.62
COUNTRY/PROVINCE	CHINA	300	JAPAN	23.81	UK	23.74	SIEM REAP	23.67
			Vietnam	11.90	FRANCE	19.22	PHNOM PENH	29.72
			Thailand	7.14	Australia	15.73	BATTAMBANG	8.45
					SPAIN	15.22		
SOCIO-PROFESSIONAL CATEGORY	EMPLOYEE	77.78	EMPLOYEE	78	EMPLOYEE	71.91	EMPLOYEE	43.96
						STUDENT	27.54	
DAYS SPENT IN SR	5+	33.33	3 DAYS	34.15	3 DAYS	84.76	2 DAYS	33.82
ANGKOR PASS/TEMPLE AREA	1 DAY	72.73	3 DAYS	54.05	1 DAY	60.87	1 DAY	64.78
VISITS BESIDE TEMPLES	TONLE SAP	57.64	PUB STREET	56	PUB STREET	64.87	CULTURAL VILLAGE,	56.28
	PAGODA	18.68	KULEN	17	MUSEUMS	13.33	BARAY	40.29
	MUSEUMS	33.35	TONLE SAP	13	PAGODA	26.19	KULEN	21.35
			MUSEUMS	17	TONLE SAP, CIRCUIS, COUNTRYSIDE, BATTLE	16.67	MUSEUMS	18.88
PURPOSE OF TRAVEL	LEISURE	98.25	LEISURE	90.32	LEISURE	100	LEISURE	99.98
HOW THEY TRAVEL	ORGANIZED TOUR, IN FAMILY, WITH TOUR GUIDE	81.82	ORGANIZED TOUR, IN FAMILY WITH TOUR GUIDE	85.85	INDEPENDENT TOUR, IN COUPLE, WITH TOUR GUIDE	54.34	INDEPENDENT TOUR, IN FAMILY	58.85
TRANSPORT	BUS 45 SEATS	81.90	CAR, TAXI, VAN	54.70	CAR, TAXI, VAN	58.52	CAR, TAXI, VAN	47.22
						REMORKE	34.78	
						MOTO	26.48	
WHERE THEY STAY	HOTEL RESORT	89	HOTEL RESORT	78.57	HOTEL RESORT	84.78	GUEST HOUSE,	48.92
						FAMILY OR FRIENDS	37.73	
LUNCH WHILE VISITING	IN TOWN	80.77	IN TOWN	78.05	IN TOWN	52.15	IN ANGKOR SITE	75.64
							47.81	
VISIT OF SIEM REAP	FIRST VISIT	88.41	FIRST VISIT	80.68	FIRST VISIT	92.54	REPEATERS	79.81
EXPENSES IN DOLLARS	21-48	37.22	21-48	37.22	21-48	37.22	LESS THAN 20	54.25
PRICES IN SIEM REAP	REASONABLE	72.59	REASONABLE	72.59	REASONABLE	71.55	REASONABLE	68.68
CODE OF CONDUCT	YES	87.75	YES	87.75	YES	87.75	NOT AWARE	74.23

Figure 23: Profile of visitors

AE data and surveys show a certain balance between the number of men and women visiting Angkor, a small percentage of retirees (over 60) and children under 12 years of age.

Beside the temples, International visitors are particularly interested in Pub Street, Tonle Sap and while National more by Cultural village, Baray and Pub Street. Only Western quoted cycling, Phare circus or countryside. International visitors usually stay in hotels, National in family or guest houses. AIRBNB are not very popular. Prices generally affordable. Visit in general by Bus, Van, and car. Western use Remork and Cambodian more often motorbikes.

According to the report of the Ministry of Tourism, and from experience, national visitors mostly come during holidays such as Khmer New Year, the King’s Birthday, Pchum Ben, and the Water Festival.

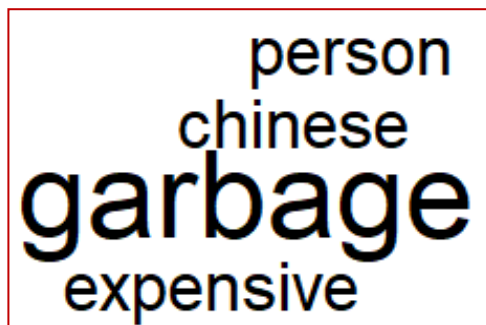
It is essential to improve this component of visitor observation and to obtain reliable and precise data, notably in regard to national visitors as to successfully develop strategies and concrete action plans for sustainable develop for the site of Angkor and prosperity.

**c/ PERCEPTION AND SATISFACTION**

The survey of 2017 demonstrated that the visitors appreciate the monuments, history, architecture, nature, and Cambodian people, but they are unhappy with the presence of the large amounts of waste, attitude and behavior of other visitors, and with the high cost of the Angkor Pass that they consider overpriced and limiting regarding their length of stay or program of visit.

The survey of 2018 demonstrated that they are satisfied with the infrastructure of the temples (90.5%), accessibility (83.6%), hospitality of the temple guards (79%) and the drivers (76%) while least among them being the tour guides (64%). Negative aspects include signage (48.4%), toilets (38.5%), food (46%), and souvenirs for sale (37.8%).

The results of surveys conducted and data provided by AE, do not allow us to establish the profile of international visitors (especially Chinese) and even less nationals.



+	-
<ul style="list-style-type: none"> <li>- A growing market</li> <li>- Diverse offering</li> <li>- Client satisfaction</li> <li>- Destination with adequate services</li> </ul>	<ul style="list-style-type: none"> <li>- Benefits of economic development poorly distributed</li> <li>- Struggle to successfully market and communicate desired image</li> <li>- Inadequate knowledge of clientele</li> <li>- Difficulties to better reach and retain clientele</li> <li>- Seasonality</li> <li>- Unfavorable visitation rates to major temples; flow management, tour itineraries, communication</li> <li>- Infrastructure and equipment to be improved</li> <li>- Tour guides not trained also by APSARA, manager of Angkor Site</li> </ul>

## IV. IMAGE AND MARKETING PLAN FOR THE DESTINATION OF SIEM REAP-ANGKOR

### METHODOLOGY

#### a/ IMAGE OF THE DESTINATION ACCROSS:

- ⇒ Social media
- ⇒ Search engines
- ⇒ Press
- ⇒ Travel Guide Forums



French – English and Chinese speaking, primary languages of international visitors

#### b/ MARKETING PLAN OF THE DESTINATION

- ⇒ Research and interviews to learn about the promotional tools used by officials and different stakeholders within the tourism industry (Ministry of Tourism, APSARA, TO/TA).

### IV.1. IMAGE OF THE DESTINATION SIEM REAP-ANGKOR

#### IV.1.1. PRESS (French speaking)

The image of the Angkor site as conveyed by the press is directly linked to the country, the city of Siem Reap, archaeology, and nature, and equally associated with the millions of tourists and as of recent, mass tourism, and the massive increase in Chinese tourists.

#### IV.1.2. SOCIAL MEDIA

The 1<sup>st</sup> study conducted is based on 2 popular platforms; **Facebook** and **Instagram** respectively **2.234** and **1 billion active users per month**. In a second study, we will perform an analysis on Chinese social media.

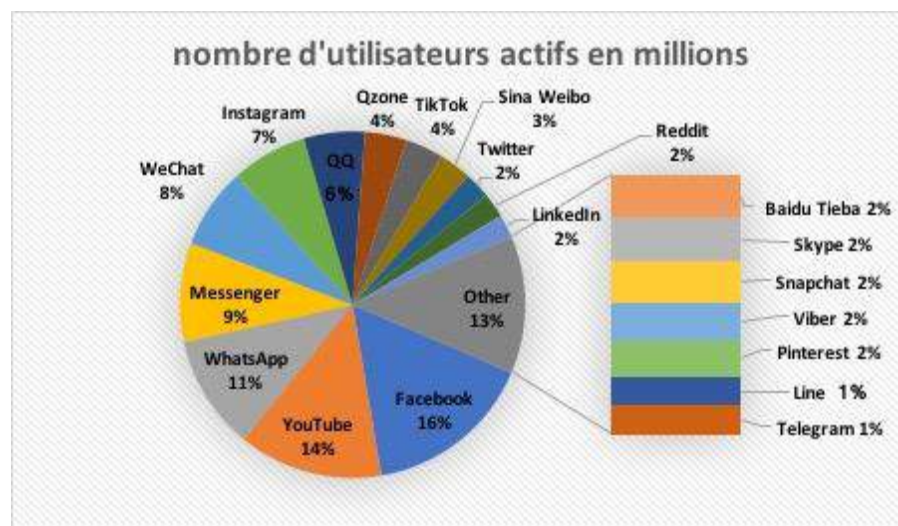
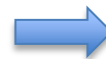


Figure 24: Repartition of social media users

#### - FACEBOOK

- ⇒ 3 key words: Siem Reap, Angkor, and Angkor Wat
- ⇒ Analysis of the correlation between the key work and placement of the photo



With Siem Reap, or with Angkor – photo of ANGKOR WAT

Concluding via Facebook users, the 'destination' is primarily associated to the temple of Angkor Wat.

### - INSTAGRAM

- ⇒ 3 key words: Siem Reap, Angkor and Angkor Wat
- ⇒ Analysis of the correlation between the key word and key words associated by users



#angkorwat,  
#cambodia and  
#siemreap

### - YOUTUBE

- ⇒ 3 key words: Cambodia, Siem Reap, Angkor
- ⇒ Analysis of the correlation between the key word and key words associated by users
- ⇒ Cambodia: TV Programs
- ⇒ Siem Reap: Angkor, Temples, Pub Street, Phare circus, Floating village
- ⇒ Angkor: Visitors experiences, Temples, Angkor Wat, History



#cambodia  
#siemreap and  
#angkor

On Instagram, Angkor Wat is universal. Users associate the site as an all-encompassing image with Cambodia and Siem Reap.

On YOUTUBE, Siem Reap is described as the destination and Angkor the principal attraction.

### IV.1.3. GUIDES – POPULAR TRAVEL GUIDES



- ⇒ Image of the destination chiefly positive (amazing).
- ⇒ Excluding *TripAdvisor*, the majority of users on *LonelyPlanet*, *Le Routard*, *Le Petit Futé*, are researching to arrange and plan their visits to the temples (guide, number of days, etc.) but also for the country, or across south-east Asia (trip, Cambodia, Bangkok, Phnom Penh, etc.).
- ⇒ *TripAdvisor* associates Angkor and all of the temples with the destination of Siem Reap, as an attraction
- ⇒ *LonelyPlanet*, *le Petit Futé* et *le Routard*, largely disassociate Siem Reap and the temples of Angkor, which each have their own respective page, individually listing what there is to see and do in each location

#### IV.1.4. SEARCH ENGINES

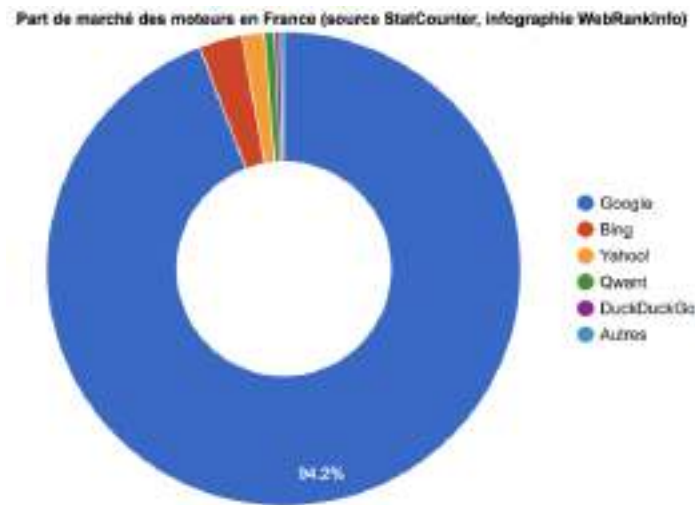


Figure 25: Repartition of search engine in France

In searching “**Angkor**” results give “**Angkor Wat**”

No association with the code of conduct for visitors (ANGKOR VISITOR CODE OF CONDUCT) or the ticket office. It’s not until searching for the words “Angkor Wat” that it appears as a suggested result.

For these three searches, the only official sites that appear on the first page are UNESCO and the website ‘Angkor.com.kh’. Then we have *Wikipedia*, *LonelyPlanet*, and *tourismcambodia.com*.

\* **Problem:** *ANGKOR is largely associated with ANGKOR WAT and as a destination with no connection to the key word cultural heritage.*

#### IV.1.5. MISCELANEOUS BLOGS

Certain blogs are dedicated to the city of Siem Reap like *lvenvoyage.com/*, *unsacsurledos.com/*, *valizstoriz.com/*

Information highlighted on blogs: info about preparing visit to the city of Siem Reap and the temples, temples to visit, transportation, ticket pricing, activities to do in the city

Dress code rarely mentioned.

#### IV.1.6. ONLINE RESERVATION PLATFORMS

On booking.com, the most popular platform, 3 good reasons to visit Siem Reap include; temples, history and culture, Angkor Wat – associated with the city of Siem Reap.

#### IV.1.7. TO-TA

The majority of promotional tools used for the country drive the images of Angkor Wat, ‘national emblem’, ‘largest temple in the world’ and that it’s inscribed on the ‘World Heritage List’.

**Image driven:**

- ⇒ Cultural Tourism
- ⇒ Cambodia = temples and culture. For Chinese: Cambodia = Angkor Wat, coming not to visit Cambodia, but to visit Angkor Wat

**In conclusion, according to the sources, 3 images are associated with the destination**



- ⇒ ANGKOR WAT ON SOCIAL MEDIA
- ⇒ SIEM REAP-ANGKOR ON SPECIFIC TOUR GUIDE FORUMS
- ⇒ MASS TOURISM IN THE PRESS
- ⇒ GENERAL ONLINE IMAGE CONSISTS OF THE TEMPLES

#### IV.2. MARKETING OF THE DESTINATION SIEM REAP-ANGKOR

Talking about marketing, we refer to the induced image that results from the communications of stakeholders (advertisements, brochures, tourist guides, and travel agents' advice) that are intended to "sell" the destination and to inform the consumer.

##### HOW STAKEHOLDERS ARE PROMOTING THE DESTINATION?

###### - THE MINISTRY OF TOURISM

- ⇒ Supervision of tourism sector, to promote and communicate on tourism, both nationally and abroad.
- ⇒ In 2018, participated in 28 international fairs
- ⇒ Present on social media, with 2 Facebook pages
- ⇒ Promotional videos, 1 of which was on CNN
- ⇒ Promotional products (51 150 exemplars) in English, French, Chinese, Russian, and Japanese. For example; tour guides, maps, flyers and brochures. The Cambodian Ministry of Tourism uses the image of tangible and intangible heritage through Angkor Wat and Preah Vihear, but also through Apsara dance, and natural heritage to promote the image of the country.
- ⇒ Recently an app KINGDOM OF WONDER had been launched to promote the country

The Ministry wants to spread an image of the country that evokes one of the world's most beautiful landscapes and that has well-preserved its cultural heritage.



**- APSARA National Authority**

Through its English website (Khmer and Chinese in progress) **Angkor.com.kh**, APSARA aims to diversify the image of the destination to best preserve the site, inform visitors of the destination’s offering, and to ensure visitors have the best experience. To be easily identifiable, Angkor is associated with the image of Angkor Wat.

It appears that according to surveys conducted among visitors, the Angkor Visitor Code of Conduct is not well known, not easy to understand and needs to be updated and reviewed (use of International pictogram, colors, too much text...)

According to a qualitative study, in the opinion of both management and administrative staff of APSARA, of those asked 50% believe Angkor should be promoted through the image of temples, 27% through culture, and only 13% agree with the usage of the image of Angkor Wat.

**- ANGKOR ENTERPRISE**

In the introduction of their website, Angkor Enterprise presents Siem Reap, and the archeological park of Angkor, but does not mention the ticket office. Considering that one of the functions of the organization is to sell tickets to Angkor, there must be greater visibility, and it is recommended to reference the ticket office directly. This allows us to say that in order to be referenced on Internet the use of image of Angkor is more attractive.

**In conclusion:**

- ⇒ Officials in Cambodia use the image of Angkor Wat to promote the destination in the most easily recognizable way
- ⇒ General communication is transmitted through websites and a Facebook page primarily in Khmer, with the exception of *Angkor.com.kh*, *angkorenterprise.gov.kh*, and *tourismcambodia.org* which are in English.
- Only the Ministry of Tourism has a Facebook page that shares certain information in English, when in actuality it is not the Ministry of Tourism’s page, but that of the department in charge of promoting tourism abroad
- ⇒ No presence on Instagram, and very little on YouTube and Twitter

	Website	Khmer		English		Chinese		Japanese		Vietnamese		Other	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
APSARA National Authority	angkor.com.kh	Yes	No	Yes	No	No	No	No	No	No	No	No	No
APSARA National Authority	angkor.com.kh	Yes	No	Yes	No	No	No	No	No	No	No	No	No
Ministry of Tourism	tourismcambodia.org	Yes	No	Yes	No	No	No	No	No	No	No	No	No
Ministry of Culture and Fine Arts	mekh.gov.kh	Yes	No	Yes	No	No	No	No	No	No	No	No	No
Siem Reap Provincial Hall	siemreap.gov.kh	Yes	No	Yes	No	No	No	No	No	No	No	No	No
Angkor Enterprise	angkorenterprise.gov.kh	Yes	No	Yes	No	No	No	No	No	No	No	No	No

**- PRESENCE OF THE DESTINATION THROUGH PROGRAMMING BY TO/TA**

Face-to-face interviews with selected TO from varying demographics; Chinese, Japanese, European, Asian, Anglo-Saxon, Indian, etc.

- ⇒ Destination promoted and sold as an extension of a trip to Thailand, or Vietnam as a cultural escapade
- ⇒ Average price per person for a 3-day tour varies between \$300 and \$450 for accommodation (3 or 4-star all inclusive), non-inclusive of air travel
- ⇒ The destination, and more specifically ANGKOR, is the staple of sales being made by TO/TA. ANGKOR and its temples attract consumers, the rest are considered options/add-ons (activities, Phnom Kulen, museums, visit to the city, shows, etc.)
- ⇒ Itinerary options: ANGKOR, Tonle Sap (floating villages), city
- ⇒ Promotion transmitted through websites, social media, travel fairs, and sold online

+	-
<ul style="list-style-type: none"> <li>- Online, overall positive image</li> <li>- Destination of culturally diverse tourism</li> </ul>	<ul style="list-style-type: none"> <li>- Image conveyed – Angkor Wat</li> <li>- Official communication is lacking on international social media</li> <li>- Lack of electronic and/or mobile tourism</li> <li>- Lack of a national strategy to communicate with new international markets</li> <li>- Lack of communication regarding the Angkor Visitor Code of Conduct on MoT, AE website</li> </ul>

## V. GOVERNANCE

The inscription of the site of ANGKOR onto the World Heritage List on December 14<sup>th</sup>, 1992, was due to – directly/indirectly – a series of official steps, legal and regulatory, including the implementation of political programs, as well as long-term projects with effects/results coursing the years 2000-2010.

One of the first initiatives to be fulfilled, in 1995, a public body to be deemed in charge of the preservation of heritage at Angkor and in the region of Angkor, APSARA National Authority was established.

1994, in response to the conditions outlined during the Inscription onto the World Heritage List, a heritage law was enacted.

Similarly, corresponding with the site’s inscription, the International Coordinating Committee for the conservation and development of the site of Angkor was created in December of 1993.

### V.1. APSARA NATIONAL AUTHORITY

On 19 February 1995, the National Authority for the Protection of the Site and Development of the Angkor Region (APSARA) was established by Royal Decree NS / RKT / 00295/12 to respond in particular to registration of the Angkor site on the World Heritage List, completed in December 1992 in Santa Fe, New Mexico, United States. Its statute was modified and restructured by Royal Decree in 1999, 2004 and 2008. Since 1999, ANA has become a public administrative institution with legal personality and administrative and financial autonomy.

In Article 2 of Royal Decree NS / RKT / 029/12, it is stipulated that APSARA's mission is to design and conduct the tourism development of five zones defined by the Zoning and the management of Siem Reap-Angkor, object of the Royal Decree N 001 NS of May 28, 1994. For these purposes APSARA exercises with the concerned ministries a common supervision on the establishments responsible for the management of the site and the planning of the define region.

Since 2008, APSARA has 14 departments, 2 centers and 6 working groups. As for today 2760 people are working for APSARA. It seems that an internal restructuring is planned.

Since March 2017, APSARA is under the supervision of the Ministry of Culture and Fine Arts and its new board of directors was created in August.

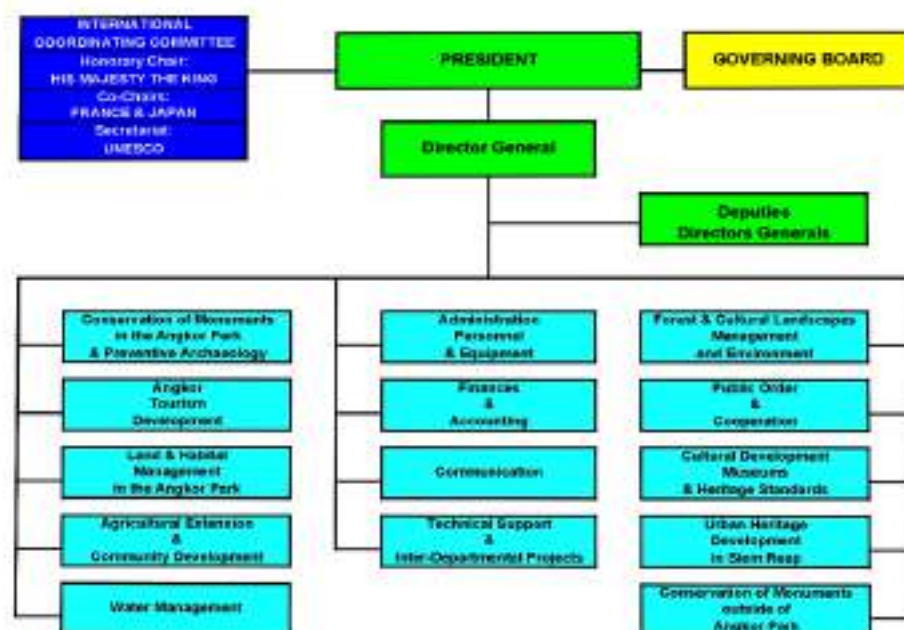


Figure 26:

**ORGANIZATION CHART OF APSARA AUTHORITY IN 2008**

In May 2019, a survey of all departments (147 people) was conducted to assess the institution, its role and scope, and to gather feedback on working conditions, collaboration in and out, improvements to be made, priorities, management of the Angkor site and how to promote it. The survey reveals a problem of collaboration IN and OUT which affects the efficiency of the structure.

**- From THE STAFF: 127 interviewed**

**Scope of APSARA**

- ✓ Zones 1 and 2 – for 51%
- ✓ Siem Reap-Angkor – for 40%
- ✓ Angkor and the river –for 9%

**Role and mission of APSARA**

- ✓ Poor understanding of the public and external institutions –for 91%
- ✓ Good knowledge – for 15%

**Collaboration**

- ✓ Effective internal collaboration – for 53%
- ✓ Effective external collaboration – for 48%

**Desired Training**

- ✓ Level/department specific competencies– for 58%
- ✓ APSARA and heritage – for 52%
- ✓ Language – for 43%

**- MANAGEMENT AND AVISORS: 20 interviewed**

**Scope of APSARA**

- ✓ Siem Reap-Angkor – for 85% ONLY BY THE ROYAL DECREE NS/RKT/00295/12 but in reality, it is limited by the provincial authorities
  - ⇒ Zones 1 and 2
  - ⇒ Zone 3 to a consultancy role for development projects
  - ⇒ Zones 4 and 5, outside of scope

**Role and mission of APSARA**

- ✓ Poor understanding from public and external official institutions – for 90%

**Collaboration**

- ✓ Poor internal collaboration – for 60%
- ✓ 15% mention collaboration with the Department of Tourism
- ✓ 45% mention collaboration in terms of supportive departments (administrative, communication, accountability, training, etc.)
- ✓ In cases of request for assistance
- ✓ Good relations with local authorities (53%), but only when they do not derive from personal interests, as construction in protected zones for example

**- FEEDBACK**

- ⇒ Slow, lack of clarity, lack of general interest, heavy bureaucracy, no communication, lack of information.

- ⇒ Human Resources: large teams, low quality. Competencies, responsibility, motivation.
- ⇒ Standard operating procedures are timely/intensive: preparation of documents to request a budget, time needed to share documents, documents occasionally lost, role of certain departments unclear or misunderstood.
- ⇒ Personal interactions: argumentative.

#### **- SUGGESTIONS TO IMPROVE THE MANAGEMENT OF THE SITE**

- ⇒ 18% - revise the organization chart of APSARA, ease administrative procedures to reduce lost time in doing double work, or during transmission of documents
- ⇒ 18% - better protect the environment, landscape, and nature
- ⇒ 15% - improve working conditions (salary and position) to inspire employee motivation
- ⇒ 13% - review description, and disciplinary action in terms of implementation of regulations
- ⇒ 13% - better communicate the role and mission of APSARA and promote the values of the site
- ⇒ 12% - improve competencies of the staff through offering training
- ⇒ 10% - better management of social order – vendors, traffic in the park and in the temples
- ⇒ 8% - improve infrastructure (roads, parking) and the services offered for visitors, equipment, and uniforms for agents (for example)
- ⇒ Other points to consider – management of tourism, security, the quality and the services, illegal construction, modes of transportation for workers and more staff.

## **V.2. STAKEHOLDERS**

### **V.2.1. DIRECT INFLUENCES ON THE DEVELOPMENT OF THE DESTINATION**

#### **- MINISTRY OF TOURISM AND THE PROVINCIAL DEPARTMENT OF TOURISM**

Since 1996, the date of its creation, the Ministry of Tourism has played a central role in the management and development of the industry of tourism in the Kingdom of Cambodia. It formulates a national policy on tourism and a strategic tourist development plan.

Its functions consist of creating programs in alignment with national politics and the coordination of activities for different organizations, including the private sector with the goal of promoting the development of tourism throughout the country.

In every province, the ministry has a representing branch. These departments are also under the authority of the provincial government.

#### **- PROVINCIAL AUTHORITIES OF SIEM REAP (UNDER THE AUTHORITY OF THE MINISTRY OF THE INTERIOR)**

The governor heads all of the provincial departments of the ministry and their local administrations (mayors, village chiefs, communities, districts, etc.)

#### **- ICC FOR ANGKOR**

The ICC is co-chaired by France and Japan, APSARA National Authority represents the Royal Government and the standing secretary supported by UNESCO. Two sessions are held annually, one technical, and the other plenary, which address the national authorities and international teams concerning future recommendations.



## V.2.2. INDIRECT INFLUENCES ON THE DEVELOPMENT OF THE DESTINATION

### a/ Public authorities

#### - ANGKOR ENTERPRISE (AE)

Created in 2016, it is a public institution headed by the ministries of Economy (financial supervision) and of Tourism (technical supervision). Its primary role is to manage the ticket office and Restrooms in Angkor site. Additionally, AE shares their relevant data pertaining to international visitors with the Department of Tourism. 10% of ticket revenue is allocated to the safeguarding and development of Angkor.

#### - TOURIST POLICE (UNDER THE MINISTRY OF THE INTERIOR)

Created in 2001, the department of the tourist police has its headquarters in Phnom Penh. A number of branches are spread in all high-touch tourist areas throughout Cambodia.

The office of the tourist police in the province of Siem Reap is situated on the site of Angkor and is managed by the headquarters in Phnom Penh. There are about 56 officials stationed on the site of Angkor. The main task of the department is to collaborate with the local authorities and come to the aid of visitors in cases of emergency, loss of items, or requests for information.

#### - HERITAGE POLICE (UNDER THE MINISTRY OF THE INTERIOR)

The special unit of the heritage police was created in 1997, conforming to the recommendations of the committee of world heritage. In 2006, this special unit became the police of the heritage department under the supervision of the national police.

Its mission is to promote and ensure the implementation of effective laws geared towards the protection of cultural heritage. Certain illegal activities; looting, trafficking, and destruction of cultural property are punishable by the heritage police. In some cases, the heritage police have greater power than other authorities in the management of vendors and street sellers. Some responsibilities of the heritage police are similar to those of the tourist police, notably to help visitors in retrieving lost items, providing information, and assisting in emergencies.

Around 300 heritage police officers are stationed on the site of Angkor. At night, only heritage police are entrusted to guard the temples.

### b/ Consultative authorities that have an impact on tourism development

#### - PRIVATE SECTOR

Association of different key players in the tourism industry such as hotels, restaurants, guides, TO/TA, Siem Reap airport who have direct contact with visitors, as well as an influence on visitor travel trends, experience, and the quality of the visit.

#### - TOUR GUIDES

There are 9 associations for tour guides in just the province of Siem Reap. The Ministry of Tourism who grant their license trains the guides. They are not under the responsibility of APSARA, but the site manager must be consulted and informed of all newly implemented regulations and decisions made about the management of the site.

*\* **Problem:** Impact on the management of the site as they are not trained or under the responsibility of APSARA. All tour guides are not members of the existing associations but they obtained license from MoT, it represents difficulties to control them or to make them apply and respect the rules. Furthermore, some of them are taking extra money (commission) to bring tourists in forbidden places or to choose restaurants, shops, and museums, activities, which have a negative impact even on the conveyed image of the destination.*

**-DRIVERS**

Different Association groups: bus, remarks, etc. They are consulted when introducing new modes of transportation, changes in management of the flow of traffic, and to assist in the implementation of rules and regulations.

\* **Problem:** Chaotic parking. Negative impact on the image of the site, experience of visitors, monuments, environment.

**-SELLERS**

Sellers often permanently install their shops illegally in or around the temples, they do not follow any rules of the site.

\* **Problem:** Negative impact on the image of the site, experience of visitors, monuments, environment (absence of hygiene and waste management, poor conditions of boutiques, and noise pollution through use of generators)

Mobile stalls are becoming more and more common in and around the temples such as Angkor Wat, Angkor Thom, Ta Prohm, and in the city around markets, banks of rivers, and on the edges of Pub Street. Installed in a chaotic manner, they take up public spaces, and create congestion, pollution while producing excess waste.

**-LOCAL POPULATION:**

113 villages located in Angkor. Tourism does not bring sufficient benefits but it is influencing their daily life.



Figure 27: Consultative authorities impacting on tourism development in Siem Reap Angkor

+	-
<ul style="list-style-type: none"> <li>- 25 years of accumulated know-how</li> <li>- Distinguishable skills</li> <li>- Staff both willing and in demand of training</li> </ul>	<ul style="list-style-type: none"> <li>- One Tourist destination but lack of communication and collaboration internally and externally</li> <li>- Sizable staff whose competencies are to be improved</li> </ul>

## **C- SWOT ANALYSIS**

- Strengths
- Weaknesses
- Opportunities
- Threats

After the establishment of the diagnosis of the current situation of tourism in Siem Reap-Angkor, a SWOT analysis has been done to determine the strengths, weaknesses, opportunities and threats of the destination:

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>✓ Siem Reap-Angkor, gateway to ANGKOR the famous World Heritage site inscribed on WHL in 1992, has many potential cultural, natural, leisure offers, including the city itself, the Tonle Sap lake, the Kulen mountains...</li> <li>✓ Major cultural and religious hub with Tangible and Intangible Heritage</li> <li>✓ Angkor the largest World Heritage living site (401 Km<sup>2</sup>) with 113 villages, 150 inhabitants, 91 temples open to visit, hydraulic system (Baray, reservoir, ponds...), fauna and flora.</li> <li>✓ APSARA, unique Institution in South East Asia in charge of Management, conservation and development of site.</li> <li>✓ International Committee (ICC), experts, national and international legal Framework</li> <li>✓ Existing tourism management and development plans, landscaped map, code of conduct for visitors, tourists officers based in all temples to ensure visitor safety.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>✓ Flow management: <ul style="list-style-type: none"> <li>- Scattered data and inadequate knowledge of clientele</li> <li>- Insufficient Infrastructures and facilities</li> <li>- No direct flights = destination included in package offer</li> <li>- Strong Seasonality</li> <li>- Offers are not fully promoted, diversified and adapted to different markets</li> <li>- Marketing = image conveyed = Angkor Wat</li> </ul> </li> <li>✓ Environment <ul style="list-style-type: none"> <li>- Sellers, traffic, congestion, pollution, lack of efficient trash management = impact on cultural heritage</li> <li>- Pressure on resources</li> </ul> </li> <li>✓ Governance: <ul style="list-style-type: none"> <li>- Limited collaboration and consultation within stakeholders</li> <li>- Communication, education, and promotion of the values of Angkor is not sufficient</li> <li>- Tourism Human Resource Development (building capacity)</li> <li>- Economy overdependant on tourism, limited benefits from tourism growth for local people</li> <li>- Increase in illegal construction</li> </ul> </li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>✓ Strong involvement of private sector to diversify the products through tangible and intangible heritage to attract more visitors and extend the length of stay.</li> <li>✓ National Policy and Strategy: develop</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>✓ Difficulty in enforcing existing laws (illegal construction).</li> <li>✓ 1 tourist destination with many parties involved but lack of communication and cooperation.</li> <li>✓ No use of online ticketing to allow a</li> </ul>

<p>Siem Reap as cultural and natural destination.</p> <ul style="list-style-type: none"> <li>✓ Inter-ministries Committee for Tourism Development Plan in Siem Reap.</li> <li>✓ APSARA institution, one of conditions to inscribe Angkor on the World Heritage List in 1992.</li> <li>✓ Siem Reap-Angkor, international flagship destination, listed by Tripadvisor as the best destination in Asia and Angkor Wat as the most popular monument in the World.</li> <li>✓ High demand because of the popularity of the destination and its tangible heritage which help overcoming poverty and increasing the GDP</li> </ul>	<p>better flow management, an access to real time visitor data and diversification of circuit.</p> <ul style="list-style-type: none"> <li>✓ Non-harmonious constructions that impact the cachet of old town.</li> <li>✓ Inexistent notion of general interest.</li> <li>✓ Inadequate understanding of heritage management.</li> </ul>
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## **D- SHARING AND WORKING SESSIONS WITH STAKEHOLDERS**

- Calendar
- Methodology
- Results

Share with stakeholders the results of the diagnosis and have a common understanding and agreement on the current situation and analysis, to involve them, collect their comments and suggestions in order to define orientations and actions to be taken.

**a/ CALENDAR**

<b>N</b>	<b>Participants</b>	<b>Number</b>	<b>Date</b>	<b>Location</b>
1	APSARA (Advisors, consultants, Director of Dpt., Deputy Director of Dpt., officials and staffs)	58	16 september 2019 17 september 2019 18 september 2019	APSARA
2	Provincial Department of Tourism, Police, AE, EDC, Water supplier	20	19 september 2019	Textile Museum
3	Concerned provincial departments	22	20 september 2019	
4	Local authorities (in the 5 districts), monks and UYFC	40	01 october 2019 02 october 2019	
5	International conservation teams	14	03 october 2019	
6	Restaurants	21	04 october 2019	
7	Guides	54	07 october 2019 08 october 2019 09 october 2019	
8	TO,TA, Airport, transport, Artisans	44	10 october 2019 11 october 2019	
9	Hotels	36	16 october 2019 17 october 2019	
<b>Total</b>		<b>309</b>	<b>16 (sessions)</b>	

**b/ METHODOGY**

**Step 1:** Presentation of “Current Situation and Evaluation of Tourism in Siem Reap-Angkor”

- Ask for extra comments on strengths and weaknesses for each chapter
- Request for the general evaluation of the diagnosis

**Step 2:** Group discussion

- Give brief introduction about the topic, what the participants have to do, and select one volunteer to present the result of the discussion
- Provide Discussion form to each participant to think and fill with their own ideas
- Group discussion on the topic and write the result on paper A0

- Presentation of the results of the discussion

**Group 1**

- **Topic 1** ∴ A better understand our clients and management of visitor flow

- **Topic 2** ∴ Marketing of the destination

**Group 2**

- **Topic 3** ∴ Reduce the negative impacts of tourism on the destination

- **Topic 4** ∴ Ensure a better protection and management of the destination



**Step 3: Reporting of the result of sharing sessions**

- **Date:** .....
- **Stakeholders:** ..... (*..... People as attached*)
- **Organizers:**
- **Logistic:**
- **Results:**

**I- Diagnosis**

- a. Comments:
  - i. Strengths
  - ii. Weaknesses
  - iii. Problems raised in general
- b. General evaluation:

**II-Discussion**

**Topic:** .....

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
---------------	----------------------	-----------------	---------------------------

**RESULTS**

**ISSUES AND SUGGESTIONS RAISED DURING THE SHARING SESSIONS**

- 1- Infrastructures (*road, parking, toilets, orientation, walking path /information, maintenance...*)
- 2- Environment / Waste (*plastic, sellers, shops, garbage stocks and collection, recycling, bin, bad smell, more education...*)
- 3- Visa (*take time, extra charge under table, free visa or longer validity policy...*)
- 4- Quality and promotion of existing products / activities (*norms and standard*)
- 5- Promotion and marketing (*change images and messages to promote Siem Reap-Angkor and Cambodia as a whole year destination, involve private and tour guide to join fairs, use social media, blog, journalist, magazines, embassies, events...*)
- 6- Tonle Sap (*low service, high price, high commission, lack of management...*)
- 7- Connectivity (*direct flight, delayed flight*)
- 8- Commission and fake souvenir (quality, image of the country, fix and show prices on products, made in Cambodia products)
- 9- Tour guide and driver (*training, communication, rules and regulations...*)
- 10- Accurate data on visitors (*collaboration to create one reliable database, counting national visitors...*)
- 11- Tickets (*more options regarding prices and visit of main masterpiece...*)
- 12- Real platform of discussion between stakeholders to fix problems (*rules and regulations, involvement, implementation for small actions or intervention...*)



**E- VISION, OBJECTIVES, AND PROPOSED  
ACTION PLANS**



The destination has reached its maturity. Now it must evolve by:

- ⇒ Preparing for global warming and preserve its resources
- ⇒ Actively participate and be ready for the growth and changing trends of tourism
- ⇒ Better communication of added value (impact on the population)
- ⇒ Focus on sustainable development



TO ENSURE THE ABOVE, TOURISM MANAGEMENT MUST EVOLVE.  
NEED TO WORK IN COOPERATION INTERNALLY, EXTERNALLY,  
AND IN TRANSVERSALITY

In order to propose a sustainable development of the destination, we must first manage the current situation in order to avoid anarchy, implement projects to attract responsible visitors, and propose new tourism products. Based on national strategy, the APSARA's spirit, ICC-Angkor recommendations and values of the destination and its sacredness, the new product development must focus on diversification and quality improvement, and be in accordance with the standard and the market to ensure sustainable tourism and tourism benefit for the nation.

**Vision:** Develop Siem Reap-Angkor as a historical, cultural, and religious destination

**Objectives:**

- Ensure positive experience,
- Reduce site impact,
- Provide opportunities to local people,
- Partnership with stakeholders, and
- Promote tourism of stay instead of tourism of visit.

**Action Plans:**

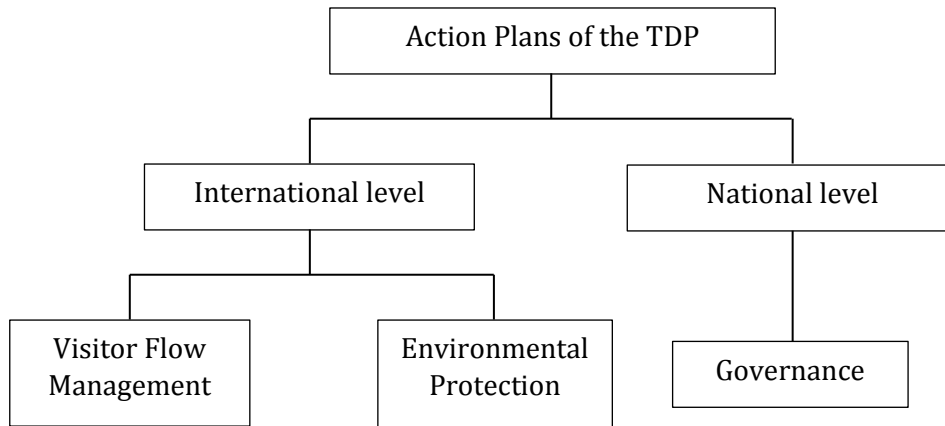
3 main Action Plans on both national and international levels and 10 actions determined taking in consideration the results of the sharing and discussion with stakeholders as well as the current organization chart of APSARA. Actions proposed need to be developed in Action Sheet in order to be operational, and implemented first in Angkor and/then in Siem Reap. To note that Action sheets include Pilot Projects to be developed together with studies and implementation of each action (as for example while studying infrastructure needed, implementation of Welcome Center near ticket booth). One should also consider that each project selected is answering to sharing and discussion with stakeholders according to the need of the destination. In other words, project has to response to demand and feasibility study.

**Visitor Flow Management:** to avoid congestion inside and around the monuments, to reduce negative impacts from visitation, to promote the values of the site, and to better manage visitors through the development of infrastructures and facilities complying to a clear master plan and operational guideline. This orientation is mainly based on online ticketing, Public Observatory, Marketing and Promotion of the destination, improvement of services, infrastructures, existing products, and proposing new products.

**Environmental Protection:** to prepare for global warming and preserves the resources for the future generation, and to ensure the protection of the authenticity of the site and the welfare of

the population. This orientation is based mainly on the implementation of protection policy such as waste management, plastic single use ban and green transport.

**Governance:** to improve the management of the site and the quality of services provided to visitors. This orientation is based mainly on the building capacity and partnership with stakeholders involving in tourism sector.



## **I. Action Plan 1: Visitor Flow Management**

### **I.1. Action 1: Enhance visitor study**

- => Elaborate and apply a common methodology for counting, survey and tracking
- => Fix data needed from ticketing
- => Get accurate data of national visitors coming to Angkor

### **I.2. Action 2: Improve and develop infrastructure and facilities**

- => Create mechanism for maintenance of existing infrastructures and facilities
- => Develop and diversify circuits
- => Fix standard to improve signage in Siem Reap-Angkor
- => Study to review Norms for constructions
- => Elaborate Master Plan with operational guideline of infrastructures for Siem Reap-Angkor

### **I.3. Action 3: Study new Ticket Policy and carrying capacity**

- => Ticket option for international visitors
- => Tickets for national visitors
- => Implementation of Carrying capacity

### **I.4. Action 4: Communicate and promote the values of the site**

- => Promote values of the destination through events
- => Promote the destination by experts and professionals
- => E-marketing

### I.5. Action 5: Improve Social order

=> Managing sellers

=> Reducing anarchic parking in Angkor Site

### I.6. Action 6: Encourage Programs and initiative to benefit local people

=> Support local activities and products

N°	Actions	Tasks	
		Improvement of the current situation (Short and medium Term, and ongoing)	Development (Medium and Long Term and ongoing)
1	Enhance visitor study	1- Elaborate and apply a common methodology for counting, survey and tracking (Priority) 2- Fix data needed from ticketing (Priority)	1- Get accurate data of national visitors coming to Angkor <b>Pilot Project: Free Ticket at temple entrance</b>
2	Improve and develop infrastructure and facilities	1- Create mechanism for maintenance of existing infrastructures and facilities 2- Review and communicate Norms for constructions	1- Develop and diversify circuits with necessary infrastructures and facilities 2- Set up new signage to orientate visitors, based on standard and operational guideline to be fixed or reviewed. <b>Pilot Project: Signage in Angkor Thom</b> 3- Elaborate and implement Master Plan with operational guideline of infrastructures such as Parvis, Welcome center, parking, information booth, road, WC, smoking and rest areas... <b>Pilot Project: Welcome center near Ticket Booth</b>
3	Study new ticket policy and carrying capacity		1- Ticket options for international visitors 2- Free Tickets for national visitors

			3- Implementation of Carrying capacity <b>Pilot Project:</b> Circuit at Bayon Temple
4	Communicate and promote the values of the site	1- Promote the destination by experts and professionals	1- Promote values of the destination through events 2- E-marketing
5	Improve social order	1- Reduce anarchic parking in Angkor Site (Priority)	1- Manage sellers by setting up location and standard (Priority) <b>Pilot Project:</b> Angkor Thom (include circuit, facilities and circulation flow)
6	Encourage programs and initiative to benefit local people		1- Support local activities and products (standard and put in tourism) <b>Pilot Project:</b> CBET in Banteay Srei (GIZ program)

## II. Action Plan 2: Environmental Protection

### II.1. Action 7: Implementation of environmental protection policy

- => Elaborate and implement methodology for waste management
- => Education Campaign on Protection of environment
- => PLASTIC BAN
- => GREEN LABEL

### II.2. Action 8: Encourage and develop green transports / shuttle / public transport

- => Elaborate master plan of transportation in Siem Reap-Angkor
- => Ban use of buses more than 24 seats in the core of Siem Reap and ANGKOR

N°	Actions	Tasks	
		Improvement of the current situation (Short and medium Term, and ongoing)	Development (Medium and Long Term and ongoing)
1	Implementation of environmental protection policy	1- Education Campaign on Protection of environment	1- Elaborate and implement methodology for waste management 2- Plastic Ban <b>Pilot Project:</b> Ban of Plastic Bottles with ANA's staff and Ban of single plastic use in Banteay Srei temple. 3- Green Label <b>Pilot Project:</b> Run Ta Ek
2	Encourage and develop green transports / shuttle / public transport	1- Ban the use of buses in the core of SR and ANGKOR <b>Pilot Project:</b> Ban of buses more than 24 seats in Angkor Thom and putting in place shuttle.	1- Elaborate and implement master plan of transportation of SR/Angkor <b>Pilot Project:</b> Shuttle from Angkor Wat Parking to Angkor Thom (Or from Phnom Bakheng Parking to Angkor Thom).

### III. Action Plan 3: Enhance good governance

#### III.1. Action 9: Building capacity

- => Elaborate training program for APSARA Staffs
- => Refreshment course for staffs in tourism field
- => Community and Youth training

#### III.2. Action 10: Encourage discussion and participation to implement actions

- => Communicate role and mission of APSARA
- => Enhance discussion platform (internal & external)

N°	Actions	Tasks	
		Improvement of the current situation (Short and medium Term, and ongoing)	Development (Medium and Long Term and ongoing)
1	Building capacity	1- Elaborate training program for APSARA Staffs	1- Refreshment course for staffs in tourism field (Priority)  <b>Pilot Project:</b> Tour Guide Refreshment and CBET in Banteay Srei (GIZ program).  2- Community and Youth training
2	Encourage discussion and participation to implement actions	1- Communicate role and mission of APSARA  2- Enhance discussion platform (Priority)  <b>Pilot Project:</b> Tonlé Sap to improve tourism activities	

## Conclusion

Tourism Development Plan (TDP) has to be inserted within a global view of development as well as a comprehensive approach of the destination Siem Reap-Angkor with its specific combination between cultural heritage values and urban value. Due to this distinctive framework, the TDP will insure the standing and balanced conditions for conservation and development and will contribute to enhance an ethically responsible tourism in Siem Reap-Angkor. Moreover, with the diversity of its pilot projects, the TDP constitutes a new manner to refer to the Heritage Management Framework (HMF) for Angkor, with its four components: Tourism Management Plan, Risk Map, Pilot projects, and Building Capacity.





## **F- ACTION SHEETS**

Condition sine qua none

- Human Resource
  - Budget
- Strong collaboration

**VISITOR FLOW MANAGEMENT: ENHANCE VISITOR STUDY**

**Context:**

**Strategy:** Develop Siem Reap-Angkor as a historical, cultural, and religious destination

**Objectives:** Ensure positive experience, and reduce site impact,

**Action Plan 1:** Visitor Flow Management

**Action 1:** Enhance visitor study



**Description:**

Better knowledge of clients to answer to visitor’s needs (counting/survey/tracking), and ensure better protection and sustainable development of the destination.

The idea is to unify the data with clear and common methodology in order to create Observatory Unit for Siem Reap-Angkor that will require training the team in charge (Languages, calculation of sample, statistic, analysis, benchmark of International Observatory Unit, behavior...)

**Responsible Person of the Action, in APSARA: H.E Sok Sangvar**

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p><b>Elaborate and apply a common methodology for counting, survey and tracking</b></p> <p><i>Short term</i></p> <p>a- Working sessions with Provincial Department of Tourism / city to check their database on visitors and create a team work.</p> <p>b- Determine data needed.</p>	<p>Oct - Dec. 2020</p> <p>Jan - Feb 2021</p>	<p>APSARA</p> <p>⇒ Dpt. Tourism</p> <p>⇒ Dpt. Culture</p> <p>Dpt. Prov.</p>	<p>Mr. Seng Sotheara</p> <p>Mr. You Chantha</p> <p>Mr. Gnov Seng Kak</p>	<p>- Airport</p> <p>- Immigration</p> <p>- Concerned Public</p>	<p>74,000</p> <p>(Till 2022)</p>

	<p>c- Determine tasks and responsibilities of each to collect data, and set up timetable.</p> <p>d- Elaborate common methodology: counting, survey, tracking (<i>locations, resources, tools, questionnaires, reporting, evaluation...</i>), data transfer to the software to produce a common and accurate data of visitors, and apply.</p> <p>e- Implementation, Monitoring and Evaluation.</p>	<p>March - June 2021</p> <p>July - Dec 2021</p> <p>2022 - 2030 ongoing</p>	Tourism		<p>institutions</p> <ul style="list-style-type: none"> <li>- Private sectors</li> <li>- Guides</li> <li>- APSARA Advisors / Consultant</li> </ul>	
<b>2</b>	<p><b>Fix data needed from ticketing</b></p> <p><b>Short term</b></p> <p>a- Review data collected from ticketing in order to get standard (age, gender, nationalities...).</p> <p>b- Working sessions with Angkor Enterprise regarding data collection and data transfer to the software.</p> <p>c- Implementation, Monitoring and Evaluation.</p>	<p>Oct. 2020</p> <p>Nov - Dec 2020</p> <p>2021 - 2030 and ongoing</p>	<p>APSARA</p> <ul style="list-style-type: none"> <li>⇒ Dpt. Tourism</li> <li>⇒ Dpt. Culture</li> </ul> <p>Angkor Enterprise</p>	<p>Mr. Tea Sunarith</p> <p>Mr. You Chantha</p> <p>H.E Ly Se</p>	<ul style="list-style-type: none"> <li>- Dpt. Prov. Tourism</li> <li>- APSARA Advisors / Consultant</li> </ul>	<p>1,000</p> <p>(per year)</p>
<b>3</b>	<p><b>Get accurate data of national visitors coming to Angkor (Link with Action 3, task 2)</b></p> <p><b>Medium term</b></p> <p>a- Working sessions with concerned public institution about existing figures on national visitors .</p>	<p>Jan - June 2021</p>	<p>APSARA</p> <ul style="list-style-type: none"> <li>⇒ Dpt. Tourism</li> </ul>	<p>Mr. Seng Sothera</p>	<ul style="list-style-type: none"> <li>- Concerned</li> </ul>	<p>78,000</p> <p>(Till 2024)</p>

	<p>b- Determine data needed (n° local, tourist, how many days in SR and Angkor, M or F, ages...).</p> <p>c- Discuss and elaborate methodology to get accurate data on national visitors (counting or/and ticketing).  ⇒ Pilot project: free tickets at temple entrance (specific entrance for National visitors = regulate flow; ticket with date with number; free toilet = hygiene; ticket as souvenir “calendar”).</p> <p>d- Seek for approval of the pilot project.</p> <p>e- Communication campaign of the pilot project.</p> <p>f- Implementation of the pilot project, monitoring, and evaluation.</p> <p>g- Implement other tools to get accurate data on national visitor (<i>communication, monitoring and evaluation</i>).</p>	<p>July - August 2021</p> <p>Sept - Dec 2021</p> <p>Jan - Dec.2022</p> <p>Jan - Dec 2023</p> <p>2024 - 2030 and ongoing</p> <p>2025 - 2030 and ongoing</p>	<p>⇒ Dpt. Culture</p>	<p>Mr. You Chantha</p>	<p>Public institutions</p> <p>- AE</p> <p>- Privates</p> <p>- APSARA Advisors / Consultant</p>	
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**Total Estimated Budget: 153,000 USD**

**Indicators**

- A common methodology with operational guideline elaborated
- Number of survey done per year
- Number of National visitors counted

**VISITOR FLOW MANAGEMENT: IMPROVE AND DEVELOP INFRASTRUCTURE AND FACILITIES**

**Context:**

**Strategy:** Develop Siem Reap-Angkor as a historical, cultural, and religious destination

**Objectives:** Ensure positive experience, and reduce site impact

**Action Plan 1:** Visitor Flow Management

**Action 2:** Improve and develop infrastructure and facilities



**Description:**

Infrastructures and facilities in the destination Siem Reap-Angkor are often criticized because of the lack of maintenance and harmony that affects the quality of the tourist services and also the daily life of the local people. It needs to be improved in a framework of specific operational guidelines.

Therefore, a master plan of infrastructure and facilities with clear guideline is to be elaborated and applied to ensure the protection and the authenticity of the destination (maintenance and sustainable development).

**Responsible Person of the Action in APSARA: H.E Kim Sothin**

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p><b>Create mechanism for maintenance of existing infrastructures and facilities</b></p> <p><i>Short term</i></p> <p>a- Create two Groups with multidisciplinary skills (staffs and workers), to maintain, monitor and control the quality.</p>	Dec. 2020	<p>APSARA</p> <p>⇒ Concerned Dpt.</p>	Responsible person from concerned Dpt.	- APSARA Advisors / Consultant	63,000 <i>(per year)</i>

	<p>⇒ one for Angkor ,</p> <p>⇒ one for Siem Reap.</p> <p>b- Implementation, monitoring and evaluation.</p>	2021 - 2030 and ongoing	<p>AE Province</p> <p>⇒ Concerned Dpt. Prov</p>	<p>H.E Ly Se</p> <p>Responsible person from concerned Dpt. Prov.</p>		
<b>2</b>	<p><b>Develop and diversify circuits</b></p> <p><b>Long Term</b></p> <p>a- Reassign the circuit team in APSARA to study, consult, and propose new circuits (internal and external) to diversify the offers, promote the less visited temples and the existing activities, and extend the length of stay.</p> <p>b- Benchmark the tourism trend (offers, expectations...)</p> <p>c- Brainstorm to propose different concepts of circuit.</p> <p>d- Prioritize the circuits/project to develop and to implement.</p> <p>e- Submit to the ICC.</p> <p>f- Testing 1 priority: Communication, Implementation, monitoring, and evaluation.</p> <p>g- Study and implement other circuits.</p>	<p>Dec 2020</p> <p>Jan - Feb 2021</p> <p>March - April 2021</p> <p>May 2021</p> <p>June 2021</p> <p>July 2021 - Dec 2022</p> <p>2023 - 2030 and ongoing</p>	<p>APSARA</p> <p>⇒ Dpt. Tourism</p> <p>⇒ Dpt. Culture</p>	<p>Mr. Seng Sotheara</p> <p>Mr. You Chantha</p>	<p>- Province</p> <p>- Dpt. Prov. Tourism</p> <p>- Guides</p> <p>- Private</p> <p>- Concerned department of APSARA</p> <p>- Concerned public institutions</p> <p>- Local authorities</p> <p>- NGOs</p> <p>- Experts</p> <p>- APSARA</p>	<p>19,000</p> <p>(Till 2022)</p>



					Advisors / Consultant	
<b>3</b>	<p><b>Fix standard to improve signage in Siem Reap-Angkor</b></p> <p><b>Medium term</b></p> <p>a- Create a Technical working group ( APSARA + Province+ MoT + other concerned institutions) signed by Governor, proposed by DG as we can start from Angkor Site.</p> <p>⇒ Collect existing data and consultation,</p> <p>⇒ Determine the standard for the signs for <i>Orientation, information, rules and regulations, name of temple and traffic...</i>,</p> <p>⇒ Pilot project: signage in Angkor Thom,</p> <p>⇒ Create the database of signage for Siem Reap – Angkor.</p> <p>b- Approval of the ICC for the standard.</p> <p>c- Implementation of signage in accordance with the guideline, Monitoring and Evaluation.</p>	<p>Jan - Feb. 2021</p> <p>March - June 2021</p> <p>July - Dec 2021</p> <p>Jan - Dec 2022</p> <p>Jan - Dec 2023</p> <p>Dec. 2022</p> <p>2023 - 2030 and ongoing</p>	<p>APSARA</p> <p>⇒ Dpt. Tourism</p> <p>⇒ Dpt. Culture</p> <p>⇒ Dpt. DCMA</p> <p>⇒ Dpt. Inter-sectorial</p> <p>⇒ Dpt. Urbanism Province</p> <p>⇒ Dpt. Prov. transportation</p> <p>⇒ Dpt. Prov Tourism</p> <p>City</p>	<p>Mr. Lim Srou</p> <p>Mr. Seng Sotheara</p> <p>Mr. Im Sokhrity</p> <p>Mr. Som Sopharath</p> <p>Mr. Chhong Vira</p> <p>Mr. Ki Virin</p> <p>Mr. Ngov Seng Kak</p> <p>Mr. Nuon Pitheara</p>	<p>- ICC</p> <p>- Concerned Dpt. of APSARA</p> <p>- Concerned Dpt Provincial</p> <p>- MoT</p> <p>- Privates</p> <p>- AE</p> <p>- APSARA Advisors / Consultant</p>	<p>24,000</p> <p>(Till 2022)</p>
<b>4</b>	<p><b>Study to review Norms for constructions</b></p> <p><b>(Link with Action 9, task 1)</b></p> <p><b>Medium term</b></p> <p>a- Create a multidisciplinary team to review the guidelines</p>	<p>March - April</p>	<p>APSARA</p>		<p>- Concerned</p>	<p>45,000</p> <p>(Till 2022)</p>

	<p>for construction in Siem Reap-Angkor, signed by Governor, proposed by DG as we can start from Angkor Site.</p> <p>⇒ Collect data and consultation (architecture, norms, construction and its annexes...),</p> <p>⇒ repartition of the land between construction and green spaces,</p> <p>⇒ standard of construction (architecture, materials...) based on land use (construction, protected zone, cultural and hotel zone, urban heritage zone ... ),</p> <p>⇒ human resource, tools to facilitate the request and control.</p> <p>b- Seek approval from ICC, Government.</p> <p>c- Communication.</p> <p>d- Implementation, monitoring, and evaluation.</p>	<p>2021</p> <p>May - Dec. 2021</p> <p>Jan - Nov 2022</p> <p>Dec. 2022</p> <p>2023</p> <p>2023 - 2030 and ongoing</p>	<p>⇒ Dpt. Land and habitat</p> <p>⇒ Dpt. Urbanism</p> <p>⇒ Dpt. Public Order Province</p> <p>⇒ Dpt. Prov. Urbanism City</p>	<p>Mr. Tus Somanead</p> <p>Mr. Chhong Vira</p> <p>Mr. Long Kosal</p> <p>Mr. Hy Say</p> <p>Mr. Nuon Putheara</p>	<p>Dpt. in APSARA</p> <p>- Local authorities</p> <p>- Experts in urbanism</p> <p>- APSARA Advisors / Consultant</p>	
5	<p><b>Elaborate Master Plan with operational guideline of infrastructures for Siem Reap-Angkor (<i>Link with Action 5, task 2 and Action 7, task 1</i>)</b></p> <p><b>Long term</b></p> <p>a- Create a Technical working group ( APSARA + Province+ MoT + other concerned institutions) signed by Governor,</p>	<p>Jan - Feb. 2021</p>	<p>APSARA</p> <p>⇒ Dpt. Tourism</p>	<p>Mr. Seng Sothera</p>	<p>- ICC</p> <p>- Concerned</p>	<p>10,700,000</p> <p>(Till 2023)</p>



	<p>and facilities with locations of activities + communication campaign.</p> <p>f- Monitoring and Evaluation.</p>	<p>2023 - 2030 and ongoing</p>				
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<p><b>Total Estimated Budget: 10,861,000 USD</b></p>	
<p><b>Indicator</b></p>	
<ul style="list-style-type: none"> <li>- Master plan on infrastructure in Siem Reap Angkor elaborated</li> <li>- Welcome center near ticket done</li> <li>- Number of request submitted for construction and/or reparation/restoration and number of construction following the guideline</li> </ul>	

**VISITOR FLOW MANAGEMENT: STUDY AND PROPOSE NEW TICKET POLICY AND CARRYING CAPACITY**

**Context:**

**Strategy:** Develop Siem Reap-Angkor as a historical, cultural, and religious destination

**Objectives:** Ensure positive experience, and reduce site impact,

**Action Plan 1:** Visitor Flow Management

**Action 3:** Study and propose new Ticket Policy and carrying capacity



**Description:**

Ticketing and booking online system help to have a better knowledge of profile of visitors, to better manage the flow and propose a diversified offer. Having several ticket options allows attracting all kind of visitors and answering to their needs but also promoting remote temples and other center of interests. It also allows to reduce impact on temple structure implementing a policy of limitation of visits.

**Responsible Person of the Action in APSARA: H.E Sok Sangvar**

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p><b>Ticket option for international visitors</b></p> <p><i>Medium term</i></p> <p>a- Encourage Online Ticket from different official websites, link with the visit of temples, survey, and communication.</p> <p>b- Benchmark the ticket policy at ASEAN WHS.</p> <p>c- Elaborate study presentation on ticket options and submit to</p>	<p>Ongoing</p> <p>March - May 2021</p> <p>June - Dec.</p>	<p>APSARA</p> <p>⇒ Dpt. Tourism</p> <p>⇒ Dpt. Culture</p>	<p>Mr. Tea Sunarith</p> <p>Mr. Ret Sophal</p>	<p>- MoF</p> <p>- MoT</p> <p>- MoC</p> <p>- Privates</p>	<p>20,000</p> <p>(Till 2022)</p>

	<p>APSARA different ticket options to seek approval.</p> <p>⇒ 1 masterpiece only / day?</p> <p>⇒ Extra activities and center of interest included?</p> <p>⇒ 1 day replaced by 2 days tickets?</p> <p>⇒ Pass by tickets? (no visit of temples and Angkor Thom)</p> <p>⇒ Special tariff for Expat? Family? Student? Senior? Group?</p> <p>⇒ Special offer for TO/TA?</p> <p>⇒ Membership for conservation or development activities in Angkor?...</p> <p>⇒ Free ticket for children under 12 years old?</p> <p>d- Consultation with AE, concerned ministries, then private to discuss different tickets propositions.</p> <p>e- Seek approval for ticket options through AE's BoD meetings.</p> <p>f- Communication.</p> <p>g- Implementation, monitoring, and evaluation.</p>	<p>2021</p> <p>Jan - April 2022</p> <p>June 2022</p> <p>July - Dec. 2022</p> <p>2023 - 2030 and ongoing</p>	Angkor Enterprise	H.E Ly Se	<ul style="list-style-type: none"> <li>- Expert</li> <li>- APSARA Advisors / consultants</li> </ul>	
<b>2</b>	<p><b>Tickets for national visitors (<i>linked with Pilot Project of Action 1, task 3</i>)</b></p> <p><b>Medium term</b></p> <p>a- Benchmark the ticket policy at ASEAN WHS.</p>	<p>May - June 2022</p>				<p>40,000 (Till 2023)</p>



	<p>b- Study free ticket options for national visitor (Special counter / online) and submit to APSARA to seek approval.</p> <ul style="list-style-type: none"> <li>⇒ Local,</li> <li>⇒ Tourist,</li> <li>⇒ Officials...</li> </ul> <p>c- Consultation with AE, concerned ministries.</p> <p>d- Seek approval for ticket options through AE’s BoD meetings.</p> <p>e- Communication.</p> <p>f- Implementation, monitoring, and evaluation.</p>	<p>July - Dec. 2022</p> <p>Jan - June 2023</p> <p>July - Dec. 2023</p> <p>Jan - Dec. 2024</p> <p>2025 - 2030 and ongoing</p>				
<b>3</b>	<p><b>Implementation of Carrying capacity</b></p> <p><i>Long term</i></p> <p>a- Encourage Risk map study.</p> <p>b- Determine number of visitors allowed at particular areas / space based on.</p> <ul style="list-style-type: none"> <li>⇒ Space and weight study,</li> <li>⇒ Risk Map,</li> <li>⇒ Behavior of visitors study,</li> </ul>	<p>2021 - 2030 and ongoing</p> <p>2021 - 2030 and ongoing</p>	<p>APSARA</p> <ul style="list-style-type: none"> <li>⇒ Dpt. DCMA</li> <li>⇒ Dpt. Tourism</li> <li>⇒ Dpt. Culture</li> </ul>	<p>Mr Im Sokhrity</p> <p>Mr. Seng Sothera</p> <p>Mr. You Chantha</p>	<ul style="list-style-type: none"> <li>- MoT</li> <li>- AE</li> <li>- Conservation International team</li> <li>- Privates</li> <li>- APSARA Advisors /</li> </ul>	<p>46,000 <i>(Till 2022)</i></p>

	<p>⇒ Peak hours?</p> <p>c- Propose solutions and consultation.</p> <p>⇒ rules and regulations,</p> <p>⇒ circuit,</p> <p>⇒ booking online of time of visit,</p> <p>⇒ limit number of visitors “in group / at one time / at a particular place / during peak hour”,</p> <p>⇒ 1 masterpiece/day ... <b>(Link with Task 1)</b>,</p> <p>⇒ Pilot project: Circuit at Bayon (+ communication).</p> <p>d- Seek approval, Implementation, monitoring, and evaluation of carrying capacity.</p>	<p>2021 - 2030 and ongoing</p> <p>2020 - 2022</p> <p>2023 - 2030 and ongoing</p>			consultants	
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**Total Estimated Budget: 106,000 USD**

**Indicator**

- Different ticket options in use
- Number of National visitors counted
- Number of carrying capacity study applied

**VISITOR FLOW MANAGEMENT: COMMUNICATE AND PROMOTE THE VALUES OF THE DESTINATION SIEM REAP-ANGKOR**

**Context:**

**Strategy:** Develop Siem Reap-Angkor as a historical, cultural, and religious destination

**Objectives:** Ensure positive experience, and reduce site impact,

**Action Plan 1:** Visitor Flow Management

**Action 4:** Communicate and promote the values of the destination Siem Reap-Angkor



**Description:**

The goal is to promote the whole destination and to valorize activities to reduce the effect of the seasonality.

The destination is in need of a better promotion to keep and boost existing markets and attract new ones, through all available tools of communication, in order to be always competitive.

**Responsible Person of the Action in APSARA:** H.E Chum Sopheak Makara

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p><b>Promote values of the destination through events</b></p> <p><b>Short term</b></p> <p>a- Review / determine rules and regulations for events/visits in Angkor .</p> <p>b- Create a working group (historian, archaeologist, ethnologist, advisor, culture, tourism....) to study and propose yearly calendar of events for the destination Siem Reap-Angkor with</p>	<p>Jan - June 2021</p> <p>July - Nov. 2021</p>	<p>APSARA</p> <p>⇒ Dpt. Com</p> <p>⇒ Dpt. Tourism</p> <p>⇒ Dpt. Culture</p>	<p>Mr. Long Kosal</p> <p>Mr. Tea</p> <p>Sunarith</p> <p>Mr. You</p>	<p>- MoT</p> <p>- MoC</p> <p>- Concerned ministries</p> <p>- Concerned</p>	<p>108,000</p> <p>(Till 2022)</p>

	<p>consultation.</p> <ul style="list-style-type: none"> <li>⇒ World Buddhism Day,</li> <li>⇒ Religious ceremonies,</li> <li>⇒ Treks / Sports,</li> <li>⇒ Dance &amp; Music,</li> <li>⇒ Tree planting,</li> <li>⇒ Food, Movies, photography, art, craft festivals...</li> </ul> <p>c- Seek approval from ICC.</p> <p>d- Communication (+ update website).</p> <p>e- Implementation, monitoring and evaluation.</p>	<p>Dec. 2021</p> <p>Jan - Dec 2022</p> <p>2023 - 2030</p> <p>and ongoing</p>	<ul style="list-style-type: none"> <li>⇒ Dpt. DCMA</li> <li>⇒ Dpt. Forest Province</li> <li>⇒ Dpt. Prov Tourism</li> <li>⇒ Dpt. Prov. Information</li> </ul>	<p>Chantha</p> <p>Mr. Im Sokhity</p> <p>Mr. Choura Dina</p> <p>Mr. Ngov Seng</p> <p>Kak</p> <p>Mr. Ly Sokhon</p>	<p>Dpt. of APSARA</p> <ul style="list-style-type: none"> <li>- Privates</li> <li>- APSARA</li> <li>- Advisors / consultants</li> </ul>	
<b>2</b>	<p><b>Promote the destination by experts and professionals</b></p> <p><b>Medium term</b></p> <p>a. Benchmark the policy of promotion and marketing strategies of Malaysia, Vietnam and Thailand (National and International including SA expats and diaspora...).</p> <p>b. Encourage the involvement of Experts in communication and marketing and concerned stakeholders (Province, APSARA, TO/TA, guide...) to promote the destination via.</p> <ul style="list-style-type: none"> <li>⇒ Reviewing the image, message, and tools of communication,</li> <li>⇒ Reviewing the official websites (MoT, ANA, City...),</li> <li>⇒ Attending national and international fairs.</li> </ul>	<p>2021 - 2030</p> <p>and ongoing</p>	<p>MoT</p>		<ul style="list-style-type: none"> <li>- Province</li> <li>- APSARA</li> <li>- Concerned ministries</li> <li>- Concerned Dpt. of APSARA</li> <li>- Privates</li> <li>- Experts</li> </ul>	TBC

	<p>c. Diversify the promotion of the destination through:</p> <ul style="list-style-type: none"> <li>⇒ Cambodian embassies,</li> <li>⇒ Events and ceremonies,</li> <li>⇒ TV and press,</li> <li>⇒ Presentations, fairs booths,</li> <li>⇒ Invite journalists, photographers, celebrities,</li> <li>⇒ Link the 3 WHS of Cambodia,</li> <li>⇒ Destination not only temple: People, Fauna and Flora, Activities, Center of interests...</li> <li>⇒ Organizing Competitions to communicate on internet and social media... (Youtuber, influencer, animation...),</li> <li>⇒ Create a database of image of the destination and use authorized productions (films, photos, shows, shootings,...).</li> </ul>				- APSARA Advisors / consultants	
<b>3</b>	<p><b>E-marketing</b></p> <p><b>Medium term</b></p> <p>a. Apply multidisciplinary team (communication, IT specialist, Social Network, Scholars, translations companies, photographers/designers ...).</p> <p>b. On Officials websites the code of conduct, the ticket online, and related links should be available.</p> <p>c. Translation of official websites especially in Khmer, Chinese, Japanese, Korean.</p>	2021 - 2030 and ongoing				TBC

	<p>d. Wide promotion of official websites.</p> <p>e. Create a strong social network strategy and mailing strategy (newsletter ... promotion ...) and communication.</p> <p>f. Creation of an offline application Angkor.com.kh and communication.</p>					
<b>Total Estimated Budget:</b>		<b>TBC</b>				
<p><b>Indicator</b></p> <ul style="list-style-type: none"> <li>- Increase in number of visitors with market diversification</li> <li>- Increase percentage of number of visitor in low season</li> </ul>						



**VISITOR FLOW MANAGEMENT: IMPROVE SOCIAL ORDER**

**Context:**

**Strategy:** Develop Siem Reap-Angkor as a historical, cultural, and religious destination

**Objectives:** Ensure positive experience, reduce site impact, and provide opportunities to local people

**Action Plan 1:** Visitor Flow Management

**Action 5:** Improve Social Order



**Description:**

Seeing the increase in number of visitors, local people or outsiders are trying to make money to contribute to family selling souvenirs, food and drinks or being drivers. Till now only sellers at Banteay Srei and Ta Prohm West are recorded and managed in the framework of Parvis. The rest has no official permission except some fixed sellers at Angkor Thom. So the number keep increasing without clear management causing problems of waste, destroying landscape, disturbing visitors... Furthermore it causes negative impact with drivers stopping along the road near structure of temples or on trees root. This is especially due to insufficient parking or lack of management and facilities or often because they are not willing to go to Parking area.

So management of sellers in term of number within the framework of clear norms and reinforcement of rules and regulations for drivers are the best solutions.

**Responsible Person of the Action in APSARA: H.E Yit Chandaroat**

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p><b>Manage sellers (Fixed and mobiles)</b></p> <p><i>Short term</i></p> <p>a- Recognize existing sellers with documentation (<i>start from</i></p>		APSARA		- Province	<p>503,000</p> <p>(Till 2025)</p>

	<p><i>fixed and then mobile).</i></p> <p>⇒ A working group to gather all existing data of sellers and location of picnic,</p> <p>⇒ <i>Seek decision from DG/MoC for an approved period data of sellers,</i></p> <p>⇒ <i>Design condition that sellers need to fulfill (hygiene, shop design, moves out when APSARA need places for conservation or development purpose, maintenance, contributions...),</i></p> <p>⇒ Provide permission paper signed APSARA, attached with contract conditions signed by both parties.</p> <p><i>b- Strengthen Social order agents' work through training and collaboration with concerned authorities (communication and implementation regulations or decisions).</i></p> <p><b>Long term</b></p> <p><i>c- Create a working group to:</i></p> <p>⇒ Determine locations which could be allowed for sellers, fixed and mobile, as well as for picnic based on conservation aspects and circuit of visit,</p> <p>⇒ Elaborate clear operational guideline (<i>standard of shop and its structure, waste management, regulations...</i>),</p> <p>⇒ <i>Seek approval from ICC.</i></p>	<p>Oct - Dec. 2020</p> <p>Jan - June 2021</p> <p>July - Sept 2021</p> <p>Jan - Dec 2022</p> <p>2021 - 2022</p> <p>Jan. 2022</p> <p>Feb - Dec. 2022</p> <p>Jan - May 2023</p> <p>June 2023</p>	<p>⇒ Dpt. Intervention</p> <p>⇒ Dpt. Tourism</p> <p>⇒ Dpt. DCMA</p> <p>⇒ Dpt. Com</p> <p>⇒ Dpt. Forest</p>	<p>Mr. Long Kosal</p> <p>Mr. Nget Sothy</p> <p>Mr. Im Sokhrity</p> <p>Mr. Heng Jeudi</p> <p>Mr. Choura Dina</p>	<p>- City</p> <p>- MoT</p> <p>- Concerned</p> <p>Dpt. in</p> <p>APSARA</p> <p>- Concerned</p> <p>ministries and</p> <p>authorities</p> <p>- Sellers</p> <p>/drivers</p> <p>- V-Green</p> <p>- APSARA</p> <p>Advisors /</p> <p>Consultants</p>	
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	<p>⇒ Pilot project: Angkor Thom. To think in same time about circuit and facilities of visit, as well as circulation flow. It has to be studied and implemented in the framework of a committee, (+ communication, monitoring, and evaluation).</p> <p>⇒ Implementation in other places in Angkor (<i>communication, monitoring and evaluation</i>).</p> <p>d- Working sessions with the province to see if some concepts in the operational guidelines for sellers in Angkor could be harmonized or applied in Siem Reap town and encourage implementation.</p> <p>e- Update the operational guideline if needed.</p>	<p>2024 - 2025</p> <p>2025 - 2030 and ongoing</p> <p>2026</p> <p>2027</p>				
<b>2</b>	<p><b>Reduce anarchic parking in Angkor Site (<i>Link with Action 2, tasks 2, 3 &amp; 5, Action 7, task 1</i>)</b></p> <p><b>Short term</b></p> <p>a- Create a working group to:</p> <p>⇒ Determine locations for parking (inspection, counting...),</p> <p>⇒ organize with necessary facilities, and</p> <p>⇒ communicate with drivers and in public.</p>	<p>Oct. 2020</p> <p>Nov - Dec. 2020</p> <p>Jan - March 2021</p> <p>April - June 2021</p>	<p>APSARA</p> <p>⇒ Dpt. Intervention</p> <p>⇒ Dpt. Tourism</p> <p>⇒ Dpt. DCMA</p> <p>⇒ Dpt. Com</p>	<p>Mr. Long Kosal</p> <p>Mr. Nget Sothy</p> <p>Mr. Im Sokhrity</p> <p>Mr. Heng Jeudi</p> <p>Mr. Choura Dina</p>	<p>- Province</p> <p>- MoT</p> <p>- Concerned Dpt. in APSARA</p> <p>- Concerned ministries</p>	<p>170,000</p> <p>(till 2021)</p>

	b- Implement "Fines policy" in case of abusing traffic law.	July 201 - 2030 and ongoing	⇒ Dpt. Forest		- Drivers - APSARA Advisors / Consultants	
<b>Total Estimated Budget: 673,000 USD</b>						
<b>Indicator</b>						
<ul style="list-style-type: none"> <li>- Number of sellers registered and managed</li> <li>- Number of anarchic parking reduced</li> </ul>						

**VISITOR FLOW MANAGEMENT: ENCOURAGE PROGRAMS AND INITIATIVE TO BENEFIT LOCAL PEOPLE**

**Context:**

**Strategy:** Develop Siem Reap-Angkor as a historical, cultural, and religious destination

**Objectives:** Provide opportunities to local people, partnership with stakeholders

**Action Plan 1:** Visitor Flow Management

**Action 6:** Encourage Programs and initiative to benefit local people



**Description:**

Local people are part of the values of the WHS that attract visitors and therefore they have to share benefits. Initiatives that generate revenues preserving heritage values such as activities related to tourism (Community-based tourism, farm to table), craft, and agriculture should be encouraged and supported. To ensure sustainable development, training in product development, local crafts, biological agriculture and operation of tourism business are to be organized.

**Responsible Person of the Action in APSARA: H.E Yit Chandaroat**

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p><b>Support local activities and products (<i>Linked to Actions 2 task 2 and 9, task 2</i>)</b></p> <p><b>Medium term</b></p> <p>a- Community liaison team and circuit team to collaborate to:</p> <ul style="list-style-type: none"> <li>⇒ Study existing traditional activities (craft, agriculture, fishing...),</li> <li>⇒ Study and propose a program to increase the quality of products,</li> <li>⇒ Pilot Project: CBT in Banteay Srei in GIZ program,</li> </ul>	<p>May - Dec 2021</p> <p>Jan - Dec 2022</p>	<p>APSARA</p> <ul style="list-style-type: none"> <li>⇒ Dpt. Land and Habitat</li> <li>⇒ Dpt. Culture</li> <li>⇒ Dpt. Tourism</li> </ul>	<p>Mr. Tus Somanead</p> <p>Mr. You Chantha</p> <p>Mr. Seng Sothera</p>	<ul style="list-style-type: none"> <li>- Concerned Dpt of APSARA</li> <li>- Concerned Dpt. Prov</li> <li>- Private</li> </ul>	<p>62,000</p> <p>(Till 2022)</p>

	<p>⇒ Determine standard for product development ,</p> <p>⇒ Determine and organize training program needed to enhance the skills of local people (<i>Action 9, task 2</i>),</p> <p>⇒ Propose circuit and work with private to ensure support of local activities and products (market, farm to table, visits, craft...).</p> <p>b- Implementation of training, monitoring and evaluation.</p>	<p>Jan - March 2023</p> <p>April - August 2023</p> <p>Sept - Dec. 2023</p> <p>2024 - 2030 and ongoing</p>			<p>sectors</p> <ul style="list-style-type: none"> <li>- Local authorities</li> <li>- Experts</li> <li>- APSARA Advisors / Consultants</li> </ul>	
<b>Total Estimated Budget:</b>		<b>62,000 USD</b>				
<b>Indicators</b>						
<ul style="list-style-type: none"> <li>- Number of local people trained</li> <li>- Pilot Project benefits to local people = Income per year per habitant??? ASK JMF</li> </ul>						

**ENVIRONMENTAL PROTECTION: IMPLEMENTATION OF ENVIRONMENTAL PROTECTION POLICY**

**Context:**

**Strategy:** Develop Siem Reap-Angkor as a historical, cultural, and religious destination

**Objectives:** Ensure positive experience, and reduce site impact of human activities on the environment,

**Action Plan 2:** ENVIRONMENT PROTECTION

**Action 7:** IMPLEMENTATION OF ENVIRONMENTAL PROTECTION POLICY



**Description:**

Protect the environment is to protect humanity and allow it to survive.

The idea is to set up strict rules and regulations, with fine in case of non-respect, and come up with a common Operational Plan for the preservation of the environmental values of the destination (including Tonle Sap and Phnom Kulen).

**Responsible Person of the Action in APSARA: H.E Yit Chandaroat**

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p><b>Elaborate and implement methodology for waste management</b></p> <p><i>Medium term</i></p> <p>a- Set up a technical working group in APSARA (<i>Dpt. Tourism, DCMA, Forest, Accounting</i>) to review:</p> <ul style="list-style-type: none"> <li>- Rules and Regulations, and Operational Guideline,</li> <li>- Location of existing bins and stocks, relocate and add more</li> </ul>	<p>March 2021</p> <p>April - July 2021</p> <p>August - Dec</p>	<p>APSARA</p> <p>⇒ Dpt. Forest</p> <p>⇒ Dpt. Tourism</p> <p>Province</p>	<p>Mr. Choura Dina</p> <p>Mr. Lim Srou</p>	<p>- Companies in charge of cleaning</p> <p>- Concerned</p>	<p>133,000</p> <p>(Till 2022)</p>

	<p>if necessary,</p> <ul style="list-style-type: none"> <li>- Implementation.</li> </ul> <p>b- Create a working group including MoE, province, city, APSARA and concerned ministries to:</p> <ul style="list-style-type: none"> <li>- Elaborate/review methodology for cleaning and collection of waste ,</li> <li>- Review tasks and responsibilities of each to collect waste,</li> <li>- set up timetable for regular cleaning,</li> <li>- determine new stocks needed,</li> <li>- Exchange study.</li> </ul> <p>c- Organize national communication campaign (Mass media, Social media...) on waste management.</p> <p>d- Implement urgent regular waste collection with compost.</p> <p>e- Study and implement Selective Sorting /Recycling policy,</p> <p>f- Monitoring and Evaluation of methodology of waste management.</p>	<p>2021</p> <p>2022 - 2030 and ongoing</p> <p>March - May 2022</p> <p>June - Sept.2022</p> <p>Oct - Nov. 2022</p> <p>Dec. 2022</p> <p>Jan - Dec. 2023</p> <p>Jan - June 2023</p> <p>July 2023 - 2030 and ongoing</p> <p>2024 - 2030 and ongoing</p> <p>2024 - 2030 and ongoing</p>	<p>⇒ City</p> <p>⇒ Dpt. Prov. Envir.</p>	<p>Mr. Nuon Putheara</p> <p>Mr. Sok Kong</p>	<p>Dpt. of APSARA</p> <ul style="list-style-type: none"> <li>- Concerned Ministries</li> <li>- Concerned Public institutions</li> <li>- Local authorities</li> <li>- Population</li> <li>- Privates</li> <li>- UYFC + other NGOs</li> <li>- Expert</li> <li>- APSARA Advisors / Consultant</li> </ul>	
<b>2</b>	<p><b>Education Campaign on Protection of environment</b></p> <p><b>Medium term</b></p> <p>a- Create a working group including MoE, MoEduc, MoT,</p>	<p>Nov. - Dec. 2020</p>				TBC



	<p>Province, city, APSARA to organize:</p> <ul style="list-style-type: none"> <li>⇒ regular workshop and in situ training about Protection of environment and negative impact of deforestation, waste, pollution, plastic, burning of plastic, and resource consumption in all private and public institutions starting with schools, local people...,</li> <li>⇒ Large communication campaign about waste management and resource consumption through Mass media, Social networks, TV spot, documentaries, Social media, organizing competition involving schools, universities, communities... ,</li> <li>⇒ Set up a motivation system to encourage the protection of Environment values, based on evaluation criteria (Eg: best cleaned shop / cleaner, visitors...).</li> </ul> <p>b- Monitoring and evaluation.</p>	<p>Jan. 2021 - 2030 and ongoing</p> <p>2022</p> <p>2022 - 2030 and ongoing</p> <p>2022 - 2030 and ongoing</p>				
<b>3</b>	<p><b>PLASTIC BAN</b></p> <p><b>Long term</b></p> <p>APSARA working group (<i>in task 1</i>) to:</p> <p>a- Determine rules and regulations and set up a calendar for the ban (start with single use bag, and then proceed with straw, cup...).</p>	<p>Sept - Dec 2021</p>				<p>95,000 (Till 2023)</p>

	<p>b- Discuss and elaborate an Operational Guideline for the ban.</p> <ul style="list-style-type: none"> <li>⇒ Pilot project 1: BAN OF PLASTIC BOTTLES: equip APSARA temple guards with reusable bottles, water filter and refilled station,</li> <li>⇒ Pilot project 2: BAN OF SINGLE PLASTIC USE in Banteay Srei Temple proposing other solution to replace it involving the communities,</li> <li>⇒ Implement the 2 pilot projects (<i>communication, monitoring and evaluation</i>).</li> </ul> <p>c- Work with the city to implement Plastic Ban (<i>communication, monitoring and evaluation</i>).</p>	<p>Jan - Dec 2022</p> <p>2023 - 2027</p> <p>2027 - 2030 and ongoing</p>				
4	<p><b>GREEN LABEL</b></p> <p><b>Long term</b></p> <p>The working group (<i>in task 2</i>):</p> <ul style="list-style-type: none"> <li>⇒ Determine/review rules and regulations for Green Label, ecotourism concept, biological agriculture, resource consumption... to elaborate an Operational Guideline.</li> </ul> <p>GREEN Space:</p> <ul style="list-style-type: none"> <li>⇒ develop growing nurseries, compost platforms,</li> <li>⇒ Create training center for gardener, pruner, forest rangers,</li> <li>⇒ Implement more green space in the city using endemic plants and no chemical substance,</li> </ul>	<p>2022 - 2030 and ongoing</p> <p>2020 - 2030 and ongoing</p>				TBC

	<p>⇒ Exchange study,</p> <p>⇒ Pilot project: Farm to table in Run Ta Ek (<i>study, seek approvals, implementation, monitoring, evaluation</i>).</p>					
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<b>Total Budget:</b>	<b>TBC</b>
<b>Indicator</b>	
<ul style="list-style-type: none"> <li>- Common operational guideline and its implementation</li> <li>- Number of APSARA staff equipped with reusable bottle</li> <li>- Number of green spaces implemented</li> <li>- Number of people trained</li> <li>- Decrease of air, ground, and water pollution</li> </ul>	

**ENVIRONMENT PROTECTION: ENCOURAGE AND DEVELOP GREEN TRANSPORTS/SHUTTLE/PUBLIC TRANSPORT**

**Context:**

**Strategy:** Develop Siem Reap-Angkor as a historical, cultural, and religious destination

**Objectives:** Reduce site impact and provide opportunities to local people

**Action Plan 2:** Environment Protection

**Action 8:** Encourage and develop green transports/shuttle/public transport



**Description:**

With the increase of number of transport, the destination is facing issues with congestion, vibration on temple structure and air pollution. Rules and regulations are to set up for a smooth management and sustainable development within the framework of a master plan of Transportation (public, green transport...).

**Responsible Person of the Action in APSARA: H.E Sok Sangvar**

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p><b>Elaborate master plan of transportation of SR/Angkor (Link with Action 2, tasks 2, 3 &amp; 5 and Action 5, task 2)</b></p> <p><b>Long term</b></p> <p>a- Create a Technical working group (APSARA + Province+ MoT + other concerned institutions) signed by Governor, proposed by DG as we can start from Angkor Site.</p> <p>b- Elaborate guideline and master plan of Transportation in Angkor site.</p>	Nov - Dec 2020	<p>APSARA</p> <p>⇒ Dpt. DCMA</p> <p>⇒ Dpt. Tourism</p> <p>⇒ Dpt. Culture Province</p>	<p>Mr Im Sokhrity</p> <p>Mr. Tea Sunarith</p> <p>Mr Seng Sotheara</p>	<p>- Concerned</p> <p>Dpt Prov</p> <p>- Concerned</p> <p>Dpt. in APSARA</p>	<p>665,000</p> <p>(Till 2024)</p>

	<p>⇒ Study existing transportation = collect data (number, type, circulation, impacts...),</p> <p>⇒ Consultation to determine types of transport to be allowed and implemented (size, model, specificities, maintenance...) Eg: shuttle / public transport / eco-friendly transport,</p> <p>⇒ Study and propose circulation flow (<i>linked with Action 2</i>),</p> <p>⇒ Propose operation guideline and master plan,</p> <p>⇒ Pilot project: Shuttle from Angkor Wat Parvis Parking to Angkor Thom (<i>study, seek approvals, communication, implementation, monitoring, evaluation</i>),</p> <p>⇒ Seek approval for ICC,</p> <p>⇒ Implement the pilot project (<i>communication, monitoring and evaluation</i>),</p> <p>⇒ Implement the master plan of transportation in Angkor (<i>communication, monitoring and evaluation</i>).</p> <p>c- Elaborate operational guideline and master plan of transportation of Siem Reap-Angkor.</p> <p>⇒ collect data and evaluation and consultation,</p>	<p>Jan - June. 2021</p> <p>July - Dec 2021</p> <p>Jan - June 2022</p> <p>July - Nov 2022</p> <p>Dec. 2022</p> <p>2023 - 2024</p> <p>2025 - 2030 and ongoing</p> <p>Jan - Dec 2025</p>	<p>⇒ Dpt.      Prov.</p> <p>Public</p> <p>Transport</p>	<p>Mr. Ki Virin</p>	<p>- Local authorities</p> <p>- Drivers</p> <p>- Privates</p> <p>- APSARA Advisors / Consultants</p> <p>- Experts</p>	
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	<ul style="list-style-type: none"> <li>⇒ study and propose operational guideline and master plan,</li> <li>⇒ Seek for approval from ICC and government,</li> <li>⇒ Implement the master plan of transportation of Siem Reap-Angkor (<i>communication, monitoring and evaluation</i>).</li> </ul>	<p>Jan - Dec 2026</p> <p>Jan - Dec. 2027</p> <p>2028 - 2030 and ongoing</p>				
<b>2</b>	<p><b>Ban the use of buses in the core of SR and ANGKOR</b></p> <p><b><i>Medium term</i></b></p> <ul style="list-style-type: none"> <li>⇒ Study number of big buses and their circulation,</li> <li>⇒ Study the different means of green transport to replace the big buses (possibility of conversion of remorks and Motorbikes: gas and electric batteries),</li> <li>⇒ Determine the zones for the ban,</li> <li>⇒ Discuss with transportation Association, TO/TA, and province to come up with different steps of ban,</li> <li>⇒ Pilot Project: ban of buses more than 24 seats in Angkor Thom putting in place shuttles,</li> <li>⇒ Seek approval from ICC and Government,</li> <li>⇒ Implement the pilot project (<i>communication, monitoring and evaluation</i>),</li> <li>⇒ Implement all steps of ban (<i>communication,</i></li> </ul>	<p>April - June 2021</p> <p>July - Dec 2021</p> <p>Jan - Feb 2022</p> <p>March - Dec 2022</p> <p>Dec 2022</p> <p>2023 - 2025</p> <p>2026 - 2030 and</p>				<p>129,000</p> <p>(Till 2025)</p>

	<i>monitoring and evaluation).</i>	ongoing				
<b>Total Estimated Budget:</b>		<b>794,000 USD</b>				
<b>Indicator</b>						
<ul style="list-style-type: none"> <li>- Decrease in air pollution</li> <li>- No more 24 seats buses in Angkor Thom</li> </ul>						

**ENHANCE GOOD GOVERNANCE: BUILDING CAPACITY**

**Context:**

**Strategy:** Develop Siem Reap-Angkor as a historical, cultural, and religious destination

**Objectives:** Ensure positive experience, reduce site impact, and partnership with stakeholders

**Action Plan 3:** Enhance good governance

**Action 9:** Building Capacity



**Description:**

The sustainable development of the destination Siem Reap-Angkor needs qualified human resources in field of management, technical works, and related services in tourism to provide good quality of services and to ensure positive experience. Trainings is a long term and continuous process that requires participation from various institutions and related experts and a motivations mechanism/policy.

Trainees have to understand and see the advantages of the training for their carrier or/and their contribution in the protection of tourism destination for the long term benefits even for themselves or next generations.

**Responsible Person of the Action: H.E Chum Sopheak Makara**

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p><b>Elaborate training program for APSARA Staffs</b></p> <p><i>Short term</i></p> <p>a- Design training program with motivation mechanism based on different level of training, skills, seniority...</p> <p>⇒ Study the skills and courses needed to determine the</p>	Jan - Dec 2021	<p>APSARA</p> <p>⇒ Dpt. Admin</p> <p>⇒ Training</p>	<p>Mr. Phoen Phalla</p> <p>Mr. Im Sokrithy</p>	<p>- Concerned Dpt of APSARA</p> <p>- Experts</p>	TBC



	<p>profile of trainers &amp; trainees (new / old staffs),</p> <p>⇒ Consult with concerned Departments to set up annual calendar of training / Exchange programs (period / duration / number of participants),</p> <p>⇒ Set up policy of motivation (salary, upgrade position...).</p> <p>b- Implementation, Monitoring &amp; Evaluation.</p>	2022 - 2030 and ongoing	center		- APSARA Advisors / consultants	
<b>2</b>	<p><b>Refreshment course for staffs in tourism field</b></p> <p><b>Medium term</b></p> <p>a- Elaborate the training program.</p> <p>⇒ Brainstorm about the exiting courses provided by MoT / Privates,</p> <p>⇒ Study / review the courses needed, period / duration, number per group... to determine profile of trainers &amp; trainees, and include course/presentation on WHS preservation by APSARA,</p> <p>⇒ Pilot Project 1: Guide Refreshment (committee, design course, duration, period, prepare educational materials, trainer, trainees, certificate...),</p> <p>⇒ Pilot Project 2: CBT in Banteay Srei in GIZ program (<i>Link with Action 6, Task 2</i>).</p> <p>b- Implementation the 2 pilots projects (<i>communication,</i></p>	Nov - Dec. 2020	<p>APSARA</p> <p>⇒ Dpt. tourism</p> <p>⇒ Dpt. Culture</p> <p>⇒ Dpt. Admin Province</p> <p>⇒ Dpt. Prov. Tourism</p>	<p>Mr. Seng Sotheara</p> <p>Mr. You Chantha</p> <p>Mr. Phoan Phalla</p> <p>Mr. Ngov Seng Kak</p>	<p>- Concerned Dpt. of APSARA</p> <p>- Concerned Dpt. Prov</p> <p>- Privates</p> <p>- Guide</p> <p>- Experts</p> <p>- APSARA Advisors / consultants</p>	51,000
		2021 - 2022				

	<p><i>monitoring and evaluation),</i></p> <p>c- Implementation all training program (<i>communication, monitoring and evaluation).</i></p>	2023 - 2030 and ongoing				
<b>3</b>	<p><b>Community and Youth training</b></p> <p><b>Long term</b></p> <p>a- Create and implement a yearly planning of workshop / conference on contribution of stakeholders on heritage preservation.</p> <p>⇒ Determine subjects, profile of speakers, and participants (officials, APSARA staffs, local people, privates, students, guide, sellers, monks...),</p> <p>⇒ Site visit / activities in situ (cleaning, traditional game...).</p> <p>b- Integrate in Education curriculum one course about WHS values &amp; protection.</p> <p>⇒ Design course,</p> <p>⇒ Trainer.</p>	<p>June 2021 - ongoing</p> <p>2024</p>	<p>APSARA</p> <p>⇒ Dpt. Admin Province</p> <p>⇒ Dpt. Prov. Educ</p>	<p>Mr. Im Sokrithy</p> <p>Mr. Soy Tithyavong</p>	<p>- Concerned Dpt. of APSARA</p> <p>- Concerned Dpt. Prov</p> <p>- Local authorities</p> <p>- Privates</p> <p>- UYFC + NGOs</p> <p>- Experts</p> <p>- APSARA Advisors / consultants</p>	TBC

	c- Implementation, Monitoring & Evaluation.	2025 - 2030 and ongoing				
<b>Total Estimated Budget:</b>		<b>TBC</b>				
<b>Indicator</b>						
<ul style="list-style-type: none"> <li>- Number of people trained</li> <li>- Number of people studying in Documentation center</li> </ul>						

**ENHANCE GOOD GOVERNANCE: ENCOURAGE DISCUSSION AND PARTICIPATION TO IMPLEMENT ACTIONS**

**Context:**

**Strategy:** Develop Siem Reap-Angkor as a historical, cultural, and religious destination

**Objectives:** Partnership with all stakeholders

**Action Plan 3:** Enhance good governance

**Action 10:** Encourage discussion, participation to implement actions



**Description:**

The role and mission APSARA National Authority should be well known strengthen and understood inside and outside the authority, in order to smoothly implement law and regulations and protect the values of the WHS.

To develop and protect the destination, cooperation within APSARA departments and in partnership with stakeholders is necessary.

**Responsible Person of the Action in APSARA: H.E Chum Sopheak Makara**

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p><b>Communicate role and mission of APSARA (Link with Action 2, task 5)</b></p> <p><b>Short term</b></p> <p>a- Organize workshop / conference about APSARA, its role and mission.</p> <p>⇒ Legal framework / roles / mission / responsibilities / structure,</p>	2021 - 2025	<p>APSARA</p> <p>⇒ Dpt. Admin</p> <p>⇒ Dpt. land and habitat</p>	<p>Mr. Phoan Phalla</p> <p>Mr. Tus Sumanead</p>	<p>- Concerned Dpt. in APSARA</p> <p>- Province</p> <p>- APSARA Advisors /</p>	96,000 (per year)

	<ul style="list-style-type: none"> <li>⇒ Zoning,</li> <li>⇒ Regulations (construction "permission and norms", visit...),</li> <li>⇒ Achievements, work in progress, planning.</li> </ul> <p>b- Communication campaign through mass and social media, in villages, radio, TV.</p>	2021 - 2025	⇒ Dpt. Com	Mr. Long Kosal	Consultants	
<b>2</b>	<p><b>Enhance discussion platform (internal &amp; external)</b></p> <p><b>Medium term</b></p> <p>a- Encourage consultation / discussion / collaboration between APSARA departments.</p> <ul style="list-style-type: none"> <li>⇒ Meeting (information sharing, planning...),</li> <li>⇒ Determine clear role and mission of each department,</li> <li>⇒ Determine the responsibilities in the hierarchy of work (Eg: DDG vs DD/DD per interim/DDD in charge of Dpt.),</li> <li>⇒ Reduce Administrative process.</li> </ul> <p>b- Encourage consultation / cooperation with stakeholders.</p> <ul style="list-style-type: none"> <li>⇒ Regular meetings to brainstorm and come up with solutions to be implemented, and inform about new projects, achievement...,</li> <li>⇒ Create newsletter,</li> <li>⇒ Involve stakeholders in the implementation of action,</li> <li>⇒ Appoint a spokesperson to address requests and issues,</li> </ul>	<p>Oct. 2020 - 2030 and ongoing</p> <p>Jan. 2021 - 2030 and ongoing</p>	<p>APSARA</p> <p>⇒ Dpt. Admin</p>	<p>Mr. Phohan Phalla</p>	<ul style="list-style-type: none"> <li>- Concerned Dpt in APSARA</li> <li>- Province</li> <li>- Privates</li> <li>- APSARA Advisors / Consultants</li> </ul>	22,000 (per year)

	<p>report and response questions,</p> <p>⇒ Pilot Project: Case at Tonlé Sap. APSARA to join Province+ MoT + other concerned institutions to improve service and visit condition.</p> <ul style="list-style-type: none"> <li>- Discuss with the company to improve services / infrastructures,</li> <li>- Staff training,</li> <li>- Prices,</li> <li>- Cleaning / pollution / water sanitation,</li> <li>- Benefit for local people.</li> </ul>					
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<b>Total Estimated Budget:</b>		<b>118,000 USD</b>
<b>Indicator</b>		
<ul style="list-style-type: none"> <li>- Number of workshops organized and participants</li> <li>- Number of meetings / round tables organized with attendance of public and private</li> </ul>		

### Estimated timetable for implementation 2020-2030

Description		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Responsible Person	
<b>Action Plan 1:</b>	<b>Visitor Flow Management</b>													
<b>Action 1:</b>	Enhance visitor Study												H.E Sok Sangvar	
<b>Task 1:</b>	Elaborate and apply a common methodology for counting, survey and tracking	Study	Implementation											
<b>Task 2:</b>	Fix data needed from ticketing and implementation													
<b>Task 3:</b>	Get accurate data of national visitors coming to Angkor													
<b>Action 2:</b>	Improve and develop infrastructure and facilities												H.E Kim Sothin	
<b>Task 1:</b>	Create mechanism for maintenance of existing infrastructures and facilities													
<b>Task 2:</b>	Develop new tourism facilities through circuits of visit													
<b>Task 3:</b>	Fix standard to improve signage													
<b>Task 4:</b>	Study to review Norms for constructions													
<b>Task 5:</b>	Elaborate and implement Master plan with operational guideline of infrastructures for Siem Reap-Angkor													
<b>Action 3:</b>	Study and propose new Ticket Policy and carrying capacity												H.E Sok Sangvar	
<b>Task 1:</b>	Ticket options for international visitors													

<b>Task 2:</b> Free Ticket for National Visitors			
<b>Task 3:</b> Implementation of Carrying capacity			
<b>Action 4:</b> Communicate and promote the values of the destination Siem Reap-Angkor			H.E Chum Sopheak Makara
<b>Task 1:</b> Promote values of the destination through events			
<b>Task 2:</b> Promote the destination by experts and professionals			
<b>Task 3:</b> E-marketing			
<b>Action 5:</b> Improve social order			H.E Sok Sangvar
<b>Task 1:</b> Sellers Management			
<b>Task 2:</b> Anarchy parking			
<b>Action 6:</b> Encourage programs and initiative to benefit local people			H.E Yit Chandaroath
<b>Task 1:</b> Support local activities and products			
<b>Action Plan 2: Environment Protection</b>			
<b>Action 7:</b> Implementation of environmental protection policy			H.E Yit Chandaroath
<b>Task 1:</b> Elaborate and implement methodology for waste management			
<b>Task 2:</b> Education campaign on protection of environment			
<b>Task 3:</b> Plastic Ban			



<b>Task 4:</b> Green Label		
<b>Action 8:</b> Encourage and develop green transports/shuttle/public transport		H.E Sok Sangvar
<b>Task 1:</b> Elaborate & implement master plan of transportation in SR/Angkor		
<b>Task 2:</b> Ban use of big buses in the core of SR and ANGKOR		
<b>Action Plan 3: Enhance good governance</b>		
<b>Action 9:</b> Building capacity		H.E Chum Sopheak Makara
<b>Task 1:</b> Elaborate training program for APSARA Staff		
<b>Task 2:</b> Refreshment course for staff in tourism field		
<b>Task 3:</b> community and youth		
<b>Action 10:</b> Encourage discussion, participation to implement actions		H.E Chum Sopheak Makara
<b>Task 1:</b> Communicate role and mission of APSARA		
<b>Task 2:</b> Review plate-form of discussion (internal & external)		

**Note: The priority actions could be reviewed based on the current situation of COVID-19 and measures taken.**



**....To ensure a tourist growth that never jeopardizes the heritage values that have allowed the ANGKOR site to be declared a World Heritage Site and that constitute, whatever the case, the basic motivation of visits of tourists.**

**a- ANNEX: REPORTS OF SHARING SESSIONS  
WITH STAKEHOLDERS**

(16<sup>th</sup> September – 17<sup>th</sup> October 2019)

Report on discussion with stakeholders on  
“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”

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- **Date:** 16/09/19
- **Stakeholders:** Advisor, Deputy Director General, and Director of Departments of APSARA (08/18 People as attached)
- **Organizers:**
  1. Mrs. Oum Marady Deputy Director of Department
  2. Mr. Seng Sotheara Deputy Director of Department
  3. Mr. You Chantha Official
  4. Mr. Tea Sunarith Staff
- **Logistic:**
  1. Mr. Ang Pheakdei Deputy Director of Department
  2. Mrs. Krouch Sreipeou Staff
  3. Mrs. Veasna Makara Staff
- **Results:**
  - I- **Diagnosis**
    - a. Comments:
      - i. Strengths: **NO COMMENT**
      - ii. Weakness: **NO COMMENT**
      - iii. Problem raised in general
        - Should concentrate and solve internal and exiting issues already raised :
          - o flow management
          - o implementation of the TMP
          - o communication
          - o uniform of staffs working on site and their work improvement
          - o parvis, parking, road...
          - o signs (exiting norms?)
        - Should not highlight the weakness of APSARA, but try to solve problem internally
        - Should react or work only in Angkor (said under responsibility?)
    - b. General evaluation: **Agree with the evaluation of the current situation of tourism**

## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- Don't really know about clients, especially National visitors	1- Provide free ticket to national visitors during a period of high and low season. <ul style="list-style-type: none"> <li>- Use different types of tickets: Male, Female, Enfant, Retired...</li> <li>- Numbered tickets to facilitate counting</li> <li>- Determine entrances</li> </ul> 2- Collaborate with public institutions to get different data	1- Announcement about the period of counting and how to proceed (Entrance) 2- Regular meeting with stakeholders	1- Use public Budget for the implementation
2- Big seasonality (Climate, holiday period) <ul style="list-style-type: none"> <li>- Infrastructure and facilities of visit are not harmonized</li> <li>- Visitation at the same main temples and places</li> </ul>	1- Create and communicate the calendar of special visit/opened places in low seasons 2- Create events which respect the cultural, historical and religious values of the site. 3- More work on environment and social order 4- Create information Booth 5- Offer new packages/itineraries of visit 6- Work with tour guide for better quality 7- Improve environmental condition and staff uniform	1- Determine places allowed for events 2- Elaborate rules, regulations, norms for the organization of events and activities in Angkor Site.	

### Topic 2: To improve the marketing of the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- Promotion of the site: same image used	1- Use social media as tool of communication 2- Facilitate the usage of image with clear instruction	1- Network coverage 2- Elaborate clear instruction and regulation (What to be forbidden? Where allowed? Conditions? ...)	1- Promote Angkor as cultural and sacred place

### Topic 3: To reduce the negative impacts of tourism on the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- Abrasion of stone/carvings 2- Tourist behavior 3- Sweat due to big number of visitors 4- Waste 5- Prices of souvenir and services 6- Only temples, must create different type of tourism	1- Put signage (information, instruction, code of conduct) 2- More relevant regulation 3- Install prevention bares / ropes / tourist agents/staffs 4- Elaborate a plan of visitor flow management 5- Education, communication, punishment 6- Set up clear prices for souvenir and services 7- Create new type of tourism, beyond temples	1- Elaborate a conventional signage (material, design, size...). The presentation need to be considered + local materials 2- Work closely with tour guide 3- Smaller group of visitors 4- Limit number of visitors 5- Determine fines policy 6- Indicate price on products	1- Need human resource and budget to create new tourism products. 2- Find partner for implementation and building capacity 3- Risk map 4- More communication

### Topic 4: To ensure a better protection and management of the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- Strengthening staffs of tourism or relevant fields 2- Diversification of visit destinations in Angkor 3- Governance between institutions 4- Anarchic shops and sellers	1- Training with different levels 2- Select new/divers visit spots/sites for visitors 3- Collaborate with concerned stakeholders 4- Strengthen the implementation of law and regulations	1- Local and international experts of related field 2- Use temples, landscapes and other monumental structures 3- Create opportunities of collaboration with concerned stakeholders and local people 4- Meeting with stakeholders to solve problems, create parvis/parking	1- Take part in the training as trainers or assistant 2- Work directly on site with stakeholders 3- Encourage participation in any implementation 4- Need materials and budget (collaboration)

Report on discussion with stakeholders on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 17/09/19
- **Stakeholders:** Deputy Director of Departments and officials of APSARA (12/20 People as attached)
- **Organizers:**
  1. H.E Sok Sangvar Deputy Director general of APSARA
  2. Mrs. Oum Marady Deputy Director of Department
  3. Mr. Seng Sotheara Deputy Director of Department
  4. Mr. Tea Sunarith Staff
- **Logistic:**
  1. Mr. Ang Pheakdei Deputy Director of Department
  2. Mrs. Krouch Sreipeou Staff
  3. Mrs. Veasna Makara Staff
- **Results:**
  - I- **Diagnosis**
    - a. Comments:
      - i. Strengths:
        - Chapter Context: make the site well-know (honor)
        - Chapter Tourism Product: safe and security
        - Chapter Governance: take out “25 years and replace by “know how experience in management”
      - ii. Weakness
        - Chapter Tourism Product: change from “not trained also by ANA” to “ANA little time involving in guide training”
        - Chapter Image: change the word “Lack” to “ Limited” or “To be improved”; take off “national strategy”
        - Chapter Governance: add “expertize skilled staff are not well regrouped”
      - iii. Problem raised in general
        - Verify data of population in Siem Reap
        - Should have more information on liquid waste, air pollution, impacts on environment
    - b. General evaluation: **Agree with the evaluation of the current situation of tourism**

## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- Congestion at some major temples 2- Visitors don't know the entrances, especially Bayon, Ta Prohm, Angkor Wat 3- No rest points inside big temples 4- No application for the visit 5- Lack of circuits of visit 6- Kids selling souvenirs 7- Lack of signs (orientation, information...) 8- No details study about visitors 9- Circuits of visit not well organized 10- Lack of participation of tour guide in the implementation of rules and regulations 11- Monkeys 12- Staff at temples don't work very well	1- More diversification of visit 2- More assistance of agents on site with visitors 3- Built parvis / parking / shops 4- Strengthen the implementation of rules and regulations 5- Communicate the values of the site, code for guides 6- Install signage (orientation)	1- Determine entrance-exit and time of visit (Eg: at Bayon, photo prohibited, one entrance and exit at Angkor Wat...) 2- Go on site to distribute documents and/or for meetings 3- Put signage at relevant points where visitors pass by	1- Staff Building capacity

### Topic 2: To improve the marketing of the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?



<ul style="list-style-type: none"> <li>1- Independent and national visitor don't receive enough information about attraction of visit (duration / distance)</li> <li>2- No market segmentation</li> <li>3- No information about other attractions (art, sculpture, landscape, Tonle Snguot...)</li> <li>4- Policies not up to date</li> <li>5- Lack of communication and promotion</li> <li>6- Not yet valorize art / show at particular area (to diversify flow and give life to those artifacts)</li> </ul>	<ul style="list-style-type: none"> <li>1- Update regularly the policy of visit</li> <li>2- Create new attractions (investment, organization)</li> <li>3- Valorize nature, culture and community</li> <li>4- Encourage creation, promotion and support local product from local people (quality and authenticity) =&gt; branding</li> </ul>	<ul style="list-style-type: none"> <li>1- Collaborate in promotion and communication of products</li> <li>2- Consultation and collaboration with concerned stakeholders</li> </ul>	
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**Topic 3: To reduce the negative impacts of tourism on the destination**

<b>Issues raised</b>	<b>Suggestions (action)</b>	<b>How to proceed?</b>	<b>How can they be involved?</b>
<ul style="list-style-type: none"> <li>1- Traffic and pollution</li> <li>2- Construction in Angkor site</li> <li>3- Environment: liquid and solid waste/ air/ forest/ noise</li> <li>4- Social order in Angkor Site</li> </ul>	<ul style="list-style-type: none"> <li>1- Study a master plan for transports (vehicles) and land use</li> <li>2- Law on land use</li> <li>3- Training and communication</li> <li>4- Manage waste</li> <li>5- Manage sellers and parking (organize with rules, regulations, and norms)</li> </ul>	<ul style="list-style-type: none"> <li>1- Determine type of transports (electric/battery)</li> <li>2- Application on mobile</li> <li>3- Signage</li> <li>4- Participation from concerned stakeholders</li> <li>5- Create a management system for liquid and solid waste, air, and forest</li> <li>6- Education and communication</li> <li>7- Provide and manage permission (regulations)</li> <li>8- Push transport to go inside parking</li> </ul>	<ul style="list-style-type: none"> <li>1- Parking</li> <li>2- Infrastructure (road)</li> <li>3- Participation of technical departments</li> <li>4- Participation of concerned stakeholders</li> <li>5- Communication, announcement</li> <li>6- Strengthen the work of agents on site.</li> </ul>

**Topic 4: To ensure a better protection and management of the destination**

<b>Issues raised</b>	<b>Suggestions (action)</b>	<b>How to proceed?</b>	<b>How can they be involved?</b>
1- Lack of participation of concerned stakeholders in the protection of Angkor	1- Top management discussion	1- Create working group or mix committee to solve problem	

Report on discussion with stakeholders on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 18/09/19
- **Stakeholders:** Head of office and officials of APSARA (18/20 People as attached)
- **Organizers:**
  1. Mrs. Oum Marady Deputy Director of Department
  2. Mr. Seng Sotheara Deputy Director of Department
  3. Mr. Tea Sunarith Staff
- **Logistic:**
  1. Mrs. Krouch Sreipeou Staff
  2. Mrs. Veasna Makara Staff
- **Results:**
  - I- Diagnosis**
    - a. Comments:
      - i. Strengths: **NO COMMENT**
      - ii. Weakness: **NO COMMENT**
      - iii. Problem raised in general
        - Should have an environmental cleaning program
        - Should strengthen the management system of tour guide (*private should be asked to not employed illegal guide*)
        - Khmer ambassador abroad should play the role of communication and promotion of the destination
        - Should stress on responsibility of each person
    - b. General evaluation: **Agree with the evaluation of the current situation of tourism**

## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ol style="list-style-type: none"> <li>1- Observatory unit (<i>small groups in Tourism and Culture Dpt.</i>)</li> <li>2- Staff in the observatory unit need to be trained more</li> <li>3- Congestion at some major temples at particular times (same time of visit)</li> <li>4- No information about attractions or tourism product (Eg: local food)</li> <li>5- Different prices (local and foreigner)</li> <li>6- Transports, drivers don't respect regulations</li> <li>7- Food Security</li> <li>8- Quality of visit</li> <li>9- Visitors don't know the geography (place)               <ul style="list-style-type: none"> <li>- Why travel?</li> <li>- Where to visit?</li> <li>- Why visit those places?</li> <li>- What are the potentials?</li> </ul> </li> <li>10- Language in communication</li> <li>11- Complicated procedure to cross the border</li> <li>12- Transport/accommodation/food</li> <li>13- Signage/orientation</li> </ol>	<ol style="list-style-type: none"> <li>1- Combine the two units and set up a clear plan of survey/observation</li> <li>2- Work with private to change/improve itineraries of visit by adding attractions and activities (small and far temples)</li> <li>3- Provide information about pick hours at temples (Telegram)</li> <li>4- Determine circuit of visit</li> <li>5- Create events</li> <li>6- Open different location for visit</li> <li>7- Think about different prices for different temples / buy ticket directly at temple</li> <li>8- Determine prices of products</li> <li>9- Create a place where visitors can give their feedback or fill questionnaire</li> <li>10- Signs / tourism map</li> <li>11- Create attractions ( artificial and archeological, Disney, floating market, community, adventure)</li> <li>12- Improve infrastructure, environment, security</li> <li>13- Create shopping activity?</li> <li>14- Delete the 3 days ticket, but implement the 3 days ticket price for 7 days</li> <li>15- Elaborate a system of waste management (storage/take out on time)</li> <li>16- Work with travel agency</li> <li>17- Create brochure</li> </ol>	<ol style="list-style-type: none"> <li>1- Create a place where visitors can provide information or comments</li> <li>2- Participate to any association in tourism field (hotel, guide...)</li> <li>3- Seminar/discussion</li> <li>4- Use Telegram Channel to communicate information</li> <li>5- Organize and improve infrastructures/facilities of visit</li> <li>6- Strengthen the quality of tour guide through collaboration</li> <li>7- Open a place/temple for free</li> <li>8- Education with concerned stakeholders to think about long term benefits, not just in one time</li> <li>9- Strict measure from top management in case of any unusual action</li> <li>10- Enforce the implementation of law and regulation</li> </ol>	<ol style="list-style-type: none"> <li>1- Strengthen the implementation of rules and regulations</li> <li>2- Staff building capacity</li> <li>3- Provide information on site</li> </ol>

<p>14- Security of visit (hill)  15- Lack of information about visitors' need  16- Visitor drive by them-self (security of others)  17- Limit speed of transport at Phnom Bakheng</p>	<p>18- Should have a team to research and document information about destination/attraction beyond temple as experience for visitors</p>		
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**Topic 2: To improve the marketing of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p>1- Same images used (only temples as separate, not as a whole park)  2- Not really open for national and international visitors (website not updated)  3- Visitors don't know that Angkor has many temples  4- APSARA doesn't promote Angkor  5- Lack of information  6- Lack of promotion of other attraction  7- Lack of collaboration in communication  8- National visitors don't know about the communication of the destination  9- Limited communication (personal)</p>	<p>1- Update information in websites (public and private)  2- APSARA must think more about tourism promotion  3- Promote different attractions (culture and civilization)  4- Regular communication  5- More communication abroad (private)  6- More promotion outside Angkor through social media  7- Mouth to mouth (bad and good image)  8- Put banners  9- Use local culture to promote (food, traditional games)</p>	<p>1- Social media  2- Telegram  3- Start from good understanding of local people  4- Improve work in the same time and together  5- Prepare brochure</p>	

### Topic 3: To reduce the negative impacts of tourism on the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> <li>1- Many tourists in a group with only one tour guide (30-40 pax)</li> <li>2- Traffic</li> <li>3- Waste</li> <li>4- Circuit (big group)</li> <li>5- Parking / traffic</li> <li>6- No parking for bicycle (foreigner) and motorbike (national visitor)</li> <li>7- Anarchic sellers at temples</li> <li>8- Network</li> </ul>	<ul style="list-style-type: none"> <li>1- Limit number of tourist in the group</li> <li>2- Organize parking and put signs</li> <li>3- More education (national visitors) + Education, signage</li> <li>4- Communication with drivers</li> <li>5- Organize parking for bicycle and motorbike</li> <li>6- Implement a strict mechanism and no corruption</li> <li>7- Discuss with travel agency</li> <li>8- Include in guide training</li> <li>9- Organize parking</li> <li>10- Signage (sometimes, not well installed)</li> <li>11- More training tour guide</li> </ul>	<ul style="list-style-type: none"> <li>1- Discuss with TO/TA, and determine the limit number in the group</li> <li>2- Collaborate with Traffic police and communicate with other institutions</li> <li>3- Implement the “Fines policy” for anarchic parking, waste disposal and push bringing waste out</li> <li>4- Invitation for meeting, training, seminar</li> <li>5- Collaborate with ministry of tourism</li> <li>6- Collaborate with sellers</li> </ul>	<ul style="list-style-type: none"> <li>1- Meeting with Travel agencies</li> <li>2- Reports</li> <li>3- Discussion and collaboration with concerned stakeholders</li> <li>4- Create “Annual Cleaning Day”</li> <li>5- Participation the cleaning activity</li> </ul>

### Topic 4: To ensure a better protection and management of the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> <li>1- Collaboration with concerned institutions</li> </ul>	<ul style="list-style-type: none"> <li>1- Strengthen relationship (Administration)</li> <li>2- Information sharing (widely)</li> <li>3- Ensure the security of the destination (skill Secours)</li> <li>4- Information and people in charge on site + necessary equipment</li> <li>5- Give priority of visit to handicap and elder people (Eg: Ta Prohm)</li> </ul>		

Report on discussion with stakeholders on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 19/09/19
- **Stakeholders:** Province, town, AE, Dpt. Provincial of Tourism, Polices, Electricity, Water, Cleaning companies (18/20 People as attached)
- **Organizers:**
  1. Mrs. Oum Marady Deputy Director of Department
  2. Mr. Seng Sotheara Deputy Director of Department
  3. Mr. Tea Sunarith Staff
- **Logistic:**
  1. Mr. Ang Pheakdei Deputy Director of Department
  2. Mrs. Krouch Sreipeou Staff
  3. Mrs. Veasna Makara Staff
  4. Mr. Chea Mengly Staff
- **Results:**
  - I- Diagnosis**
    - a. Comments:
      - i. Strengths: **NO COMMENT**
      - ii. Weakness: **NO COMMENT**
      - iii. Problem raised in general
        - There are many surveys on transports and visitors which should be communicated among related fields; should work together
        - Data collection should start with meetings among concerned stakeholders
        - Infrastructure and facility development should base on experience abroad
        - Should conduct regular meeting (every 3 months between public institutions and private)
        - Should have an environmental cleaning program and educate sellers on waste storage
        - Encourage participation on environments
        - Some hotels don't connect to cleaning water, so should have a mechanism to push them (food security, a criteria for evaluation)
    - b. General evaluation: **Agree with the evaluation of the current situation of tourism**

## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- Management (flow) and knowledge about national and international visitors is limited - Chinese? - Korean? - Western? - National? 2- Tourists visit the same places (Angkor + Tonle Sap) 3- A lot of visitor don't come back to town for lunch 4- Seasonality 5- Transport 6- Hygiene (dust, muddy) and social order 7- Infrastructure (road, parking) 8- Visitor feelings 9- No artificial attractions 10- Motivation (tourism) 11- Ticket price 12- Sellers (mobile, increase) 13- Telephone network 14- Too high price for visitors	1- Regular observation and collect data from private 2- Create new tourism product to diversify visitor flow from main temples(street food) 3- Think about different options of ticket price 4- Reduce ticket price during low season 5- Create event to attract national visitors (students) 6- Motivate tourism operators to improve quality 7- Building capacity (staff on site and guide) 8- Circuit of visit (In-out) 9- Develop other attraction (Phnom Koulén) 10- Create special event (for national visitor during public holidays) and low season 11- Improve infrastructure 12- Should have guide for national visitor 13- Work with guide (individual) and TA/TO on itinerary 14- Better manage tour guide, food security, accommodation 15- Improve environment / waste 16- Put signage and assistance from agent 17- Encourage participation and	1- Create a group with concerned stakeholders to collect data on visitors. 2- Use committee mechanism for the implementation of any policy 3- Implement together (public private, and community) 4- More meeting between public and private 5- Set up plans which aligns with each other 6- Enforce management mechanism (association) and law implementation 7- Seminar / training to improve quality 8- Guide training refreshment 9- Provide transports, accommodation, food and beverage with different visitors' needs 10- Improve environment (cleanness) 11- Create smart city 12- Education and more communication on values of the site 13- Fines 14- Budget 15- Discussion (drivers, sellers)	1- Concerned institutions work together and implement solutions 2- Create association 3- Meeting (public, private) 4- Participation from local people 5- Security at village-commune



	investment from private		
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### Topic 2: To improve the marketing of the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- Duration of spot promotion on international TV is too short 2- Same image used 3- High price for promotion 4- Lack of communication oversea	1- More promotion on international channel 2- Use more new and beautiful images 3- Add small place in promotion videos 4- Provide budge even for 1 day ticket as souvenir 5- Determine promotion on real market 6- Encourage fairs (sellers and buyers, public and private : CATA) 7- Attract national visitor in low season (more activities)	1- Budget for promotion 2- Collaborate with international institution (press)	

### Topic 3: To reduce the negative impacts of tourism on the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- Environment (waste and liquid trash) 2- Construction for local inhabitant 3- Usage of publicity logo in the site 4- Traffic signage (name of the road, orientation) 5- Garden in the site 6- Social order (security and sellers) 7- Light along the road (cycling path)	1- Education, communication (sellers and local people) 2- Sign (participation to the environment protection) 3- Bins (easy to discharge) 4- Manage construction data 5- Create a master plan (construction norms) 6- Put sellers far (from the site) 7- Enforce the implementation of the law (sellers and construction) 8- Build more electric columns (sunset and sunrise)	1- Regular waste collection (on time) 2- Select good company with transparency 3- Manage animals (dog, cow) 4- Authority implement and collaborate 5- Find budget to solve problems, manage and maintain infrastructures 6- Request hotels and restaurants to connect to clean water 7- Enforce law implementation (traffic)	1- Local authority participate to the collect of wate 2- Participation of local people (liquid waste) 3- Cleanness start from us 4- Waste reuse 5-

8- Public toilets at temples area	9- Build information center or hotline 10- Create more garden with flowers 11- Create environment Day (sellers to manage waste)		
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**Topic 4: To ensure a better protection and management of the destination**

<b>Issues raised</b>	<b>Suggestions (action)</b>	<b>How to proceed?</b>	<b>How can they be involved?</b>
1- Data collection 2- Low wage (workers and agent) 3- Infrastructure in bad condition and not enough (road)	1- Enforce the implementation of the law 2- Collaborate with concerned institution to collect data 3- Find budget to provide higher wage (private or donors) 4- Regular maintenance 5- Communication (flyers)	1- Extra wage on public holiday work 2- Find a company for maintenance	1- Communication through social media, seminar, meetings

Report on discussion with stakeholders on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 18/09/19
- **Stakeholders:** All provincial departments (16/22 People as attached)
- **Organizers:**
  1. Mrs. Oum Marady Deputy Director of Department
  2. Mr. You Chantha Official
  3. Mr. Tea Sunarith Staff
- **Logistic:**
  1. Mr. Ang Pheakdei Deputy Director of Department
  2. Mrs. Krouch Sreipeou Staff
  3. Mrs. Veasna Makara Staff
  4. Mr. Chea Mengly Staff
- **Results:**
  - I- Diagnosis**
    - a. Comments:
      - i. Strengths: **NO COMMENT**
      - ii. Weakness: **NO COMMENT**
      - iii. Problem raised in general
        - Criticized situations: road, path, dust, mud, waste, parking, clean water, sellers, holes, communication network
        - Educational program doesn't push young students to well understand culture, so should stress also on site visit
        - Authorities should think and work together
        - APSARA should not be too conservator and set up clear regulation for construction to avoid new comers
        - Should have and use committee mechanism, regular meeting to study master plan and its implementation
    - b. General evaluation: **Agree with the evaluation of the current situation of tourism**

## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- no clear data on number of national visitor 2- National visitor don't have tour guide 3- Some guides wrongly interpret information 4- Lack of information sharing 5- Ticket with same prices 6- Seasonality 7- Queue at ticket booth 8- Promotion of visitation of the site 9- Infrastructures 10- Traffic jam 11- Small road (dust, muddy) 12- Water, electricity 13- Lack of event to attract visitors 14- Environment	1- guesthouse, hotel, local authority, and at attractions 2- Technology at entrance to scan and count 3- sell ticket with low price to national visitor (or donation or for free) 4- Increase number of tour guide for national visitors 5- Create training on history and information 6- Encourage students for site visit 7- Provide information in situ 8- Provide different ticket prices with times of visit 9- Study holidays period of international visitors (create events) 10- Ticket sales online 11- More communication to national visitors before the visit and on site 12- Maintain infrastructures, hygiene, parking 13- Organize the way in-out 14- Control services, food, safety and security 15- Organize shops (sellers) 16- Enlarge attractions 17- Training course	1- Enforce accommodation mechanism (concern specialist) 2- Ticket at temples (note to recognize) 3- Collaborate with Provincial Department and concerned stakeholders to collect data 4- Training (exam and management mechanism) 5- Clear location 6- APSARA and concerned ministries communicate widely services 7- Find opportunity to work with the ministry of education (study program and site visit), as national program	

### Topic 2: To improve the marketing of the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- esthetic / landscape 2- social orders (kid sellers follow tourist) 3- lack of promotion of Angkor potential 4- Use only the image of Angkor Wat	1- Develop but keep identity 2- Promote to attract national visitors 3- Education mechanism 4- Communicate info about celebrities coming to Angkor / Cambodia 5- Ambassadors promote the situation of Cambodia nowadays (security and development) 6- Use mix images, activities, specific spots to catch attention and attract visitors 7- Good price, good service and security	1- Standard (landscape for infrastructure: shops, houses...) 2- Create events where celebrities join 3- Monitor content of communication	

**Topic 3: To reduce the negative impacts of tourism on the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- social orders 2- Environment pollution 3- Impacts on temples and culture	1- Enforce social order (concerned institutions) 2- Communicate the impacts on environment 3- Environment Day in public area 4- Guide training (national and international) 5- Communication with visitors in the site 6- Communication with tour guide (tradition, dress, code of tourguide)	1- Enforce social order according to their skill 2- Collaboration between public and private 3- Communicate the impacts on temples 4- Put orientation sign to manage visitor flow.	

**Topic 4: To ensure a better protection and management of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- Lack of communication between concerned institutions	1- Encourage collaboration	1- Regular meetings	

2- Human resource			
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Report on discussion with stakeholders on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 01/10/19
- **Stakeholders:** Siem Reap town authorities (8/8 People as attached)
- **Organizers:**
  1. H.E Sok Sangvar Deputy Director general of APSARA
  2. Mrs. Myriam Beschaouch Consultant
  3. Mrs. Oum Marady Deputy Director of Department
  4. Mr. You Chantha Official
  5. Mr. Tea Sunarith Staff

- **Logistic:**
  1. Mr. Mam Dara Staff
  2. Mr. Chea Mengly Staff

- **Results:**

- I- Diagnosis**

- a. Comments:

- i. Strengths: **NO COMMENT**

- ii. Weakness: **NO COMMENT**

- iii. Problem raised in general

- Happy to see this research and study which is not based only on documents
        - We should have a strategic plan with solutions for the whole province, recognized by stakeholders and to be implemented together
        - All concerned institutions should be involved including police and concerned authorities
        - Problem of landscape: environment, road situation, lack of participation of local people
        - Wish benefits to local people through tourism management
        - Anarchic sellers, no official permission from APSARA, so should have regulations, instructions, and permission
        - Local authorities are ready to collaborate, per instance, road borders, habitats, homestay?, market, environment, hygiene as there are tourists cross forest and village.
        - Development should go with conservation, so should have clear measure on construction (strategy to manage local people and implementation: or allow or not allow construction)

- Fake souvenir.
  - Should classify souvenir shop based on products sold
  - For the habitat, should have a common norm (Eg: wall, garden, room...)
- b. General evaluation: **Agree with the evaluation of the current situation of tourism**



## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> <li>1- Social order</li> <li>2- Infrastructures (road)</li> <li>3- Itineraries of visit (sometimes too many temples)</li> <li>4- Don't really understand visitors' needs</li> <li>5- Some communes don't have visitors</li> <li>6- don't show own characteristic of attraction</li> <li>7- hygiene</li> <li>8- guide use loud speaker and provide bad image / information about leader of the country to visitors</li> <li>9- Visitors stay a few days and accommodation owner don't take care of visitors</li> <li>10- Local people don't receive much benefit from tourism</li> <li>11- No agreement on management standard and some leaders are not talented</li> <li>12- Human resource + language + hospitality</li> <li>13- Non harmonized</li> </ul>	<ul style="list-style-type: none"> <li>1- Enforce law implementation with concerned authorities</li> <li>2- Should have inter-ministerial committee to develop in the same direction (Eg: road, clean water system, evacuation system, electricity, cable...= master plan to manage infrastructure development)</li> <li>3- Include visit of nature, temples, local lifestyle in itineraries of visit</li> <li>4- Create more attractions</li> <li>5- Study the nationalities of visitors and needs according to different nationalities</li> <li>6- Build confidence for visitors</li> <li>7- Must have visitors management strategy (security / social order)</li> <li>8- Signage (orientation with distance indication). Reduce number of traffic signs + maintenance</li> <li>9- Create more attractions (artificial and nature)</li> <li>10- Events</li> <li>11- Manage business</li> <li>12- Educate local people about tourism and hospitality</li> <li>13- Educate guide to understand their role and duties</li> <li>14- Environment Day (monthly)</li> <li>15- Create house model (sample)</li> <li>16- Master plan on style (construction)</li> </ul>	<ul style="list-style-type: none"> <li>1- Law enforcement with participation of concerned authority (business, social order) + communication</li> <li>2- Budget to support</li> <li>3- Encourage participation</li> <li>4- Involve authorities in itinerary elaboration (temples, nature, construction for agriculture, attraction...)</li> <li>5- Elaborate standard and measure to enforce management and law</li> <li>6- Improve hospitality (driver with visitors)</li> <li>7- Elaborate mechanism to manage actors in tourism activities</li> <li>8- Put bins</li> <li>9- Communicate roles and responsibilities</li> <li>10- Guide training (recycling every 6 months)</li> <li>11- Investment from private or community</li> </ul>	<ul style="list-style-type: none"> <li>1- Enforce the mechanism of Province, town and district forces</li> <li>2- Strong collaboration</li> <li>3- Concerned authorities have to facilitate the elaboration of itineraries of visit</li> <li>4- Educate local people about hospitality</li> <li>5- Ensure safety and security of visitors (local security and control points)</li> <li>6- Participation from local people to reduce waste</li> </ul>

construction	17- Use electric vehicle (moto)		
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### Topic 2: To improve the marketing of the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p>7- Tourism service (transport, hotel, guesthouse, restaurant, guides, at attraction...)</p> <p>8- Some visitors are not happy with regulation of visit (dress)</p> <p>9- Promotion is not wide and doesn't show the potentials of the country</p>	<p>1- Education and take measures</p> <p>2- Facilitate some regulations (dress code)</p> <p>3- Adapt with markets and take experience from other countries</p> <p>4- Create a mechanism for more promotion (public and private)</p> <p>5- More promotion (TV, social media, press...)</p> <p>6- Price promotion</p> <p>7- Price standard</p>	<p>1- Collaboration between public and private</p>	<p>2- Department provincial of culture and information</p>

### Topic 3: To reduce the negative impacts of tourism on the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p>1- Subjects raised by guides to the tourists, out of line, negatives (politics etc.)</p> <p>2- The sellers proposing counterfeit products to the visitors</p> <p>3- Environment: Pollution of the air</p>	<p>1- Guide them and train them with short training</p> <p>2- Reinforce the commercial law</p> <p>3- Garbage collection on time, and forbid the population to burn the garbage.</p> <p>- Modern and clean transportation (electric car)</p>	<p>1- The departments of Tourism of Siem Reap to guide them, train them, follow up and sanction (by letter).</p> <p>2- Should communicate about the commercial law</p> <p>3- More workers and tools.</p> <p>Communication by the locals authorities,</p> <p>More investment by the garbage</p>	

4- Illegal construction	4- Should have a (common) master plan	collection companies 4- The royal government and the APSARA National Authority should work together	
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**Topic 4: To ensure a better protection and management of the destination**

<b>Issues raised</b>	<b>Suggestions (action)</b>	<b>How to proceed?</b>	<b>How can they be involved?</b>
1- Lack of collaboration  2- Problem of Human Resources in the tourism sector	1- All stakeholders to be involved.  2- Should reinforce the knowledge about the role and mission of each institution.  - The department of tourism of Siem Reap and the concerned bodies should give more training	1- By decision  2- The training sessions should be every 6 months	

Report on discussion with stakeholders on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 02/10/19
- **Stakeholders:** Pouk, Bakong, Banteay Srei, Angkor Thom, monk and UYFC (30/34 People as attached)
- **Organizers:**
  1. H.E Sok Sangvar Deputy Director general of APSARA
  2. Mrs. Myriam Beschaouch Consultant
  3. Mrs. Oum Marady Deputy Director of Department
  4. Mr. You Chantha Official
  5. Mr. Tea Sunarith Staff
- **Logistic:**
  1. Mr. Chea Mengly Staff
- **Results:**

**I- Diagnosis**

a. Comments:

i. Strengths: **NO COMMENT**

ii. Weakness: **NO COMMENT**

iii. Problem raised in general

- Congestion at Commaille road in the morning, near check point (local people go to work)
- Many new construction near Angkor temples (before it was just forest and net, now become shops)
- Should allow international visitors to cross to Angkor site without ticket
- Visit temples seem just visit stones, should think about environment, grass dye in dry season
- Waste, take too much time to bring out the waste, especially along the road
- Don't understand information about temples
- Problem of awareness of local people
- Problem of communication internationally about temples and the site
- In Buddhist language: hospitality is based on good food and beverage (hygiene & quality) and warm welcome.
- Should not allow alcohol in temples
- Development should not miss conservation

- Should develop other attraction Eg: Phnom Bok (is it possible for APSARA to provide permission to sellers?)
  - Should provide information about history, culture, tradition. National religious ceremonies are not well valorized or promoted.
  - Local and traditional foods are not well conserved, should have good presentation, hygiene to attract more visitors.
  - Request APSARA to think about giving permission for construction (modern for restaurant) and sellers along the road.
  - Communication of information is limited, especially from local authority to local people who cannot really understand about long term benefits and don't involve in conservation activities. So, must encourage communication of the values of Angkor
  - For visitor data collection, should collaborate with the department provincial of tourism to have only one reliable statistic
  - Introduce the concept of heritage protection in the Education Program from primary to university.
  - Guide training on Buddhist language (Buddhism, culture, tradition) through seminar.
- b. General evaluation: **Agree with the evaluation of the current situation of tourism**

## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p>1- Same itinerary of visit (every year)</p> <p>2- Quality of services (guide, commission, restaurants, fake souvenir)</p> <p>3- Road / landscape/ Public transport</p> <p>4- Visitors behavior (some disturb, no respect of regulations of visit, scattered everywhere)</p> <p>5- Over price (inacceptable)</p> <p>6- Guide (information interpretation, training in culture, civilization)</p> <p>7- Environment not well maintained</p> <p>8- Food</p>	<p>1- Study different itineraries of visit</p> <p>2- Enforce quality through training and seminar</p> <p>3- Improve infrastructure and maintenance Respect of traffic laws</p> <p>4- Communicate information before visitor arrival to avoid complain Provide information about history, culture, civilization</p> <p>5- Manage business in tourism</p> <p>6 - Train tour guides, enhance skills</p> <p>7- Should plant flowered trees such as Romdoul - Should involve authorities as well as local people - Regular maintenance, collect of garbage</p> <p>8- Promote Khmer food through restaurants, tour guides and concerned sectors, exhibitions, flyers and photos - Take care of hygiene and presentation of food - Indicate price - Regulation of price</p> <p>- Educate owners about visitor needs - Education and Communication</p>	<p>-Meeting / seminar with stakeholders (public and private) - Communicate law and regulation, take strict measures</p> <p>- Education about culture, life style through tour guide or TA and concerned authorities</p>	<p>- Collaboration between all stakeholders</p> <p>-Communication and Education</p>

10-Hotel and Guest house			
11-Social Order			
12- Security			

**Topic 2: To improve the marketing of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- Promotion: same images and videos – old fashioned 2- Don't show prices 3- Difficulty to request development in protected zone 4- Technology use is limited 5- Food (presentation) 6- No development in the site 7- Too much focused on Conservation 8- Promotion does not answer to visitors needs Promotion is not showing the reality	1- update images and videos for promotion 2- Show prices when selling products – fix prices 3- Enlarge and create new product / activity 4- Use technology (sell ticket, counting) 5- promote food safety, hygiene, and presentation (valorization)  -Use TV, Radio, all network - Create new products - New investors in Tourism sector - Online ticketing	1- facilitate discussion with stakeholders (public and private)          - Arrange discussions and meetings for investments	1- Collaboration with all concerned stakeholders

### Topic 3: To reduce the negative impacts of tourism on the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p>1- Garbage</p> <p>2- Guides out of topics</p> <p>3- Souvenirs sellers, sale of counterfeit products and very expensive</p> <p>4- Anarchy of traffic and car park</p>	<p>1- Communicate during the national public holidays/Wrap the garbage correctly.</p> <p>2- Communicate to the population and to the sellers of road 60, to wrap correctly the garbage.</p> <p>3- The garbage collection company should collect the garbage on time.</p> <p>4- The Ministry and the Provincial Department should take responsibility</p> <p>5- The parents should educate their children</p> <p>6- Signalization to forbid throwing the garbage in the nature.</p> <p>Educate them more about the laws and rules</p> <p>Put in place strict rules and commercial laws</p> <p>1-Enlarge the roads</p> <p>2-Keep the side of the road</p> <p>3- Put separator to separate the two ways</p> <p>4- Apply the traffic laws – be strict</p>	<p>1- Garbage collection trucks, investment for new trucks from the company</p> <p>2- Educate from the elementary school in the whole country</p> <p>3- Put more bins in the public area,</p> <p>1- Apply the law by the Ministry of Tourism</p> <p>2-Take back the license</p> <p>1- Create commercial laws</p> <p>2- Communicate these laws</p> <p>3- Apply the law</p> <p>4- Penalties</p>	



<p>5- Food and beverage (hygiene is a problem in some restaurants – and in the moat in front of Angkor Wat)</p> <p>New F&amp;B places - enlarge</p> <p>6- Decrease of tourists</p> <p>7- Political no stable</p> <p>8- Infrastructure</p> <p>9- Noise of foreigners</p> <p>10- Social order (sellers)</p> <p>11- Some rocs are scattered around pagodas</p> <p>12- Authorize the bus with tourist to cross the park without checking the ticket</p>	<p>1- Put rules to open an F&amp;B business and the authorities should control it, the ministry of public health etc ,..</p> <p>2- Regular control</p> <p>3- Communicate and educate, even for businesses that have already licence</p> <p>4- Find a specific place to put the sellers</p> <p>5- Forbid to eat on the grass in front of the moat in front of AW</p> <p>6- Inform and sanction</p> <p>7- Reinforce public security by law</p> <p>8- Staff to retrieve the hammocks and store them safely</p> <p>- Should forbid to create new restaurants that do not have a good standard</p> <p>- The check point should be only in front of the temple, it is enough</p>	<p>- Create market with nice place for each sellers</p> <p>- Staff with appropriate tools</p> <p>- Apply the law</p>	<p>- ANA staff + sellers</p> <p>- Collaborate with committee of the pagoda</p> <p>- ANA staffs should be at all the points where the road are crossing</p>
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**Topic 4: To ensure a better protection and management of the destination**

<b>Issues raised</b>	<b>Suggestions (action)</b>	<b>How to proceed?</b>	<b>How can they be involved?</b>
1- Lack of cooperation  2-Lack of encouragement	1- Create a committee to fix the goals and to find the solutions 2- Apply the law without personal interest and families 3- All the institutions should be involved  1- Give a financial as extra help 2- Give a working certificate or a working medal		

**Report on discussion with stakeholders on**  
***“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”***

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- **Date:** 03/10/19
- **Stakeholders:** International Team working in ANGKOR site (6/14 People as attached)

- **Organizers:**

1. Mrs. Oum Marady Deputy Director of Department
2. Mr. Seng Sotheara Deputy Director of Department
3. Mrs. Myriam Beschaouch Consultant
4. Mr. You Chantha Official
5. Mr. Tea Sunarith Staff

- **Logistic:**

1. Mr. Chea Mengly Staff
2. Mrs. Veasna Makara Staff
3. Mrs. Krouch Sreipeou Staff

- **Results:**

- I- Diagnosis**

- a. Comments:

- Problem raised in general for Angkor site:**

- Increase of number of visitors with a decrease of the quality of visit
        - Anarchic parking
        - Visitors focused on few temples
        - Lack of information : should give priority to PARVIS in order to better manage the flow
        - Enhance the skills of tour guides, ensure a training in history, archaeology, WH... to stop story telling giving a false image of Angkor
        - Organize and educate the sellers, tuk tuk
        - Ensure a good maintenance, take care of trash
        - Study the market, understand why some nationalities (Korean) are in decrease and work on diversifying the market

- Problem raised in general for Kulen:**

- Kulen should take example on Angkor site to ensure a better management, anticipate the visitor flow and avoid same mistakes
        - Marketing, diversification

- Diagnosis of center of interest proposed to visitors: Waterfall = mess // Kbal Spean = well managed // access to Kulen in progress
  - Structure to welcome visitors
  - Local community based center in the different villages
  - How to ensure that local people benefit from tourism
- b. General evaluation: **Agree with the evaluation of the current situation of tourism. Impressed by good collection of datas.**

## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p><b>1. WHO ARE CLIENTS?</b></p> <ul style="list-style-type: none"> <li>-Not relevant knowledge of profile of visitors</li>   <li>-Number of national visitors not accurate (counted many times without distinction between visitors and residents)</li>   <li>- No centralized « Observatoire du Public », datas scattered and not harmonized → Counting / Survey</li> </ul>	<ul style="list-style-type: none"> <li>Surveys at check-point on regular basis</li>   <li>- Distribute free tickets, avoiding queuing at Ticket booth and without annoying national visitors</li>   <li>- Through ID</li>   <li>- Create 1 Observatoire gathering all datas in one system accessible to all stakeholders               <ul style="list-style-type: none"> <li>→ Use human resources of MoT</li> <li>→ Collaboration between all stakeholders to create a common databases in order to unify the datas</li> <li>→ One template for counting and for survey</li> <li>→ Define and set up rules, the common methodology, goal to reach, calendar</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Focus only on getting most important and needed information (nationality/province when national and age)</li> <li>- Ticket issued and kept for 1 day of visit</li> <li>- Distribute ticket per temple per day using different colors</li> <li>- Use 3 different kinds of tickets :               <ul style="list-style-type: none"> <li>→ Children</li> <li>→ Adults</li> <li>→ Senior</li> </ul> </li> <li>- ID to all</li> <li>- Cheap of ID respecting privacy</li> </ul>	

<p><b>2. FLOW</b></p> <p>- Big seasonality How to reduce the gap between attendance during high and low season?</p> <p>- Diversify the visits of temple → Temple classification starring temples = It will lead tourists focused on best starred temples It will increase the number of visitors at best starred temples</p> <p>→ Temple restriction?</p> <p>- Services/ Facilities → Quality of visit went down except in Banteay Srei</p>	<p>1- Promote low season at international level highlighting its greenery 2- Create events during low season 3- Reduce price of Angkor pass during low season 4- Diversify the market segment during low season 5- Illumination of Temples</p> <p>- Classification including other activities and landscape surrounding - Propose an Angkor Pass including activities beyond temple</p> <p>- Study the carrying capacity of temples with high attendance rate and limit the visits</p> <p>- Follow the model of B Srei and adapt it to other temples (Interpretation center, sellers...) - Train or retrain the Tour Guides with involvement of APSARA - Inform the visitors proposing a brochure with main information</p>	<p>- Brochure with photos of low season landscape, promoting the greenery and all positive aspects of low season (less traffic, better visit, hotel and restaurants available, Tonle Sap lake in water, circuit focusing on nature, landscape, Fauna and Flora, tree planting...)</p> <p>- Illumination but keeping authenticity and creating UNIQUE EVENT</p>	
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	- Organize the sellers to enhance quality of visit and reduce waste, pollution, chaos and avoid disturbing the visitors during their visit	-Arrange a place for mobile as well as permanent sellers - Ensure training for sellers - Set up rules	
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**Topic 2: To improve the marketing of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
Promotion of the site: Same image and message used "Kingdom of Wonder" out of date, lack of promotion abroad, competition with Thailand and Vietnam	<ul style="list-style-type: none"> <li>- MOT to change promotional campaign, image and message = More modern, Website more dynamic</li> <li>- Work on different products (food, countryside, activities...)</li> <li>- Promotional supports (brochure, film...)               <ul style="list-style-type: none"> <li>→ Encourage independent bloggers/writers</li> <li>→ Arrange for film, photo competition</li> <li>→ Promotion abroad</li> <li>→ Get tourist feedback to improve quality</li> <li>→ Diversify the packages</li> <li>→ Use promotional support of Thailand and Vietnam to diversify the image of destination (SR not only temples)</li> </ul> </li> </ul>		

**Topic 3: To reduce the negative impacts of tourism on the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> <li>- Tourist behavior</li>   <li>- Waste</li>   <li>- Level of life of local people</li> </ul>	<ul style="list-style-type: none"> <li>- Tour guide to be trained either by APSARA</li> <li>- Arrange for workshop about restoration works done by International team</li>   <li>- Arrange for educational campaign</li> <li>- Set up strong rules and policy</li> <li>- Reduce plastic use</li> <li>- Arrange for clean-up day once a week</li>   <li>To improve it:               <ul style="list-style-type: none"> <li>-Educate the young generation</li> <li>-Community development</li> <li>-Promote the existing activities in the villages but avoiding bringing mass tourism and changing their way of life</li> </ul> </li> </ul>		

**Topic 4: To ensure a better protection and management of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> <li>- Management and collaboration to be improved</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings with all stakeholders involved with the destination (MOT, APSARA, Province, Private Sector...)</li> <li>- Define and highlight the tasks and responsibilities of each stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- On regular basis and not only in case of issues</li>   <li>- Take advantage of decrease of visitor attendance to put collaboration between all stakeholders on the agenda</li> </ul>	



Report on discussion with stakeholders on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 03/10/19
- **Stakeholders:** Governor and head of Department provincial (*Governor and 12 collaborators as attached*)
- **Organizers:**
  1. H.E Sok Sangvar                      Deputy Director general of APSARA
  2. Mrs. Myriam Beschaouch      Consultant
  3. Mrs. Oum Marady                      Deputy Director of Department
  4. Mr. Seng Sotheara                      Deputy Director of Department
  5. Mr. You Chantha                      Official
  6. Mr. Tea Sunarith                      Staff
- **Results:**

**I- Diagnosis**

a. Comments:

- i. Strengths: **NO COMMENT**
- ii. Weakness: **NO COMMENT**

iii. Problem raised in general

- Appreciate the study of profile of visitors which will reply to the development plan. Should focus more on visitors needs
- For the promotion of the site of the MoT, should have budget to reach different potential markets. Should also have possibilities to invite TO/TA from abroad to join events to better understand the site and better sell tour packages. Should promote Cambodia and World Heritage sites abroad through the Ambassadors of Cambodia.
- Lack of direct flight (high price with many transit), so Siem Reap still extension from Thailand and Vietnam
- Should become one master plan of Tourism Development for Siem Reap and have budget for investment
- For the data the Department provincial of tourism, will combine data of accommodation with the town. Data can be shared between public institutions and private will provide data in case public authorities need.
- Some critics on agents on site: hospitality
- Deforestation: loss of trees, palm trees

- Not many religious ceremonies at temples
- Should have gift when sell tickets Eg: USB with good pictures and video to promote Angkor
- Should have more artificial attractions
- Problem of social order (sellers, shops)
- Public transport system
- Behavior of some tour guides, commissions
- Visas, commission
- Infrastructure in city to be improved
- One destination so Waste management should be under responsibility of one company.
- A certain % of income of Angkor pass should be reserved to local people. Should think to let them settle down in places not so far from Angkor site (not like Run Ta Ek) and where they can profit from to enhance their level of life.
- Allow investments for development of the site

#### iv. Recommendations

- To solve the problem of lack of collaboration should encourage discussion and well determine and communicate roles and responsibilities of each institution. For the implementation, Province and APSARA should involve and understand each other challenges, not just blame each other.
- Collaboration has to be done through understanding each other, not just in case of problems. Regular exchanges through meetings/messenger/Telegram should be arranged to reinforce the cooperation and not only in case of issues.
- Temples should have some attractive activities
- More communication about measures taken by APSARA

Report on discussion with stakeholders on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 04/10/19
- **Stakeholders:** Restaurants (10/21 People as attached)
- **Organizers:**
  1. H.E Sok Sangvar Deputy Director general of APSARA
  2. Mrs. Myriam Beschaouch Consultant
  3. Mrs. Oum Marady Deputy Director of Department
  4. Mr. You Chantha Official
  5. Mr. Tea Sunarith Staff
- **Logistic:**
  1. Mrs. Veasna Makara Staff
- **Results:**
  - I- **Diagnosis**
    - a. Comments:
      - i. Strengths: **NO COMMENT**
      - ii. Weakness: **NO COMMENT**
      - iii. Problem raised in general
        - Commission impact tax payment (liability, honesty on tax declaration, risk to close the business). A lot of people said visitors won't come back for the second time.
        - Restaurants in Srah Srang area: provide food and commission, as they don't pay tax. Problems: guide and driver don't bring many visitors back to restaurant in town
        - Srah Srang: loss of landscape, roof in zinc
        - Food need creativity and good taste (quality)
        - Waste management, plastic, burn of trash that give a bad image of the destination
        - Road condition, hygiene, trash, noise, sellers
        - Trash collection late, along the road in town
        - Limit number of visitor in a group => no loud speaker, replaced by ear set
        - Forbid big buses => reduce number visitor in the group
        - Lack of direct flight

- Encourage promotion through social media; change image used; follow reviews on TripAdvisor
  - Angkor Site management, more illegal constructions than reported (problem of implementation of the law)
  - Should have measure to punish untrusted businesses at Tonle Sap
  - Tree planting, trash management with participation of visitors (Special offer? Eg: Free ticket)
  - Problem of language and behavior of staff on site
  - Open temple for night visit, should think about negative impacts
- b. General evaluation: **Agree with the evaluation of the current situation of tourism**

## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p><b>Data collection</b></p> <p>1- Counting national visitors</p> <p>2- Seasonality</p>	<ul style="list-style-type: none"> <li>- 1 entrance/exit for visitors</li> <li>- survey satisfaction after visit</li> <li>- Online ticket purchase</li> <li>- Ticket for everyone (Cambodian and foreigner)</li> <li>- ask when enter to the site (ask a few information)</li> <li>- take photos at one time every places to have random?</li> <li>- Adapt with markets (training and quality)</li> <li>- Find possibility to reduce prices and create activities Eg: Tree planting, cycling...</li> <li>- Attract more national visitors</li> </ul>	<ul style="list-style-type: none"> <li>-Flow/ building check point</li> <li>- Collect data's from TA</li> <li>- Effective website</li> <li>- Ticketing in each temple</li> <li>- Manual record from each guard</li> <li>- National need digital pass</li> <li>- Only one institution collect one data, to combine with others'</li> <li>- invite celebrity or leaders to join special activity</li> </ul>	<ul style="list-style-type: none"> <li>- Partnership/campaign with restaurants &amp; hotels to offer something to visitors who answer</li> </ul>

### Topic 2: To improve the marketing of the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
Lack of promotion	<ul style="list-style-type: none"> <li>- Think about promotion with low budget (social media, celebrity, Trip Advisor “push and follow”)</li> <li>- facilitate shooting for promotion (request process)</li> <li>- Create memorial places Eg: garden with the name of celebrity who make donation</li> </ul>	<ul style="list-style-type: none"> <li>- Budget for promotion</li> <li>- network coverage</li> </ul>	

### Topic 3: To reduce the negative impacts of tourism on the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p><b>Negative impacts</b></p> <p><b>Waste</b></p> <p><b>Construction</b></p>	<ul style="list-style-type: none"> <li>- Protection of the environment and waste management</li> <li>- Better F&amp;B choice</li> <li>- Food market near temples</li> <li>- Strengthen law (volunteer, honest, fine, punishment, Education, communication)</li> <li>- recycle</li> <li>- implement plastic free policy (pilot project)</li> </ul>	<ul style="list-style-type: none"> <li>- Recycling trash bins in each temple = 3 bins with signs in Eng and Khmer</li> <li>- Promotion campaign</li> <li>- Punish people who throw things in temples</li> <li>- More security guards to control</li> <li>- Bid/ tender for F&amp;B operator in temples</li> <li>- Information communication</li> </ul>	<ul style="list-style-type: none"> <li>- Ask private sector, each company in SR t sponsor trash bin</li> <li>-Work with GAEA to collect daily</li> <li>- Promote environment</li> <li>- encourage participation</li> </ul>

**Topic 4: To ensure a better protection and management of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p><b>-Collaboration</b></p> <p>-Lack of communication between authorities, public \$ private sectors (Provincial, MoT, APSARA, Airport, CTF/CHA – hotels, resto, tourism associations, SIC, CATA, PATA, Chamber of Commerce, other ministries involved)</p>	<ul style="list-style-type: none"> <li>- Regular meetings with required participants/representatives from stakeholders with workshop and action plan</li> <li>- Encourage understanding, start from public to private</li> <li>- Communicate the same goal</li> </ul>	<ul style="list-style-type: none"> <li>- Create a working committee with different tasks for each stakeholder to come up with the plan for Cambodia (Finance, Marketing, Sales, Data Analyst, Human Resources...)</li> </ul>	<ul style="list-style-type: none"> <li>- Be involved by representing the private sector association</li> </ul>

Report on discussion with stakeholders on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 07/10/19
- **Stakeholders:** Guide (4/18 People as attached)
- **Organizers:**
  1. H.E Sok Sangvar Deputy Director general of APSARA
  2. Mrs. Myriam Beschaouch Consultant
  3. Mrs. Oum Marady Deputy Director of Department
  4. Mr. You Chantha Official
  5. Mr. Tea Sunarith Staff
- **Logistic:**
  1. Mrs. Veasna Makara Staff
  2. Mr. Chea Mengly Staff
- **Results:**
  - I- **Diagnosis**
    - a. Comments:
      - i. Strengths: **NO COMMENT**
      - ii. Weakness: **NO COMMENT**
      - iii. Problem raised in general
        - All type of accommodation should be registered the MoT, even home stay and determine which type of accommodation don't have to pay tax (Eg: 3 rooms guest house)
        - At temples, should have one entrance and one exit to easily manage, but it has to be well organized
        - Parking: problem of crossing the road (safety of walking visitor), and staffs drive motorbike in forbidden area.
        - Have to implement strict regulation Eg: Access to the 3<sup>rd</sup> floor of Bayon from the north is forbidden; Agents always with telephone while working, so some visitors abuse the signs
        - V-Green: clean when visitors arrive (dust), so should work on cleaning time
        - Ponds at Angkor Wat: should be filled with water all time, don't wait the critic to do. Put lotus flower? But keep for reflection for Angkor tower on water.
        - Lack of discussion
      - iv. Requests

- Build toilet at Bayon (at the west) or near Baphuon
- Use laterite stones for the path at temples, to replace wooden platform
- Green even in dry season (grass)
- Time of visit: Ta Prohm from 6:00am, only one entrance from the 3<sup>rd</sup> enclosure
- Phnom Krom, free for sunset
- Trash, bad smell at Banteay Kdei
- Improve infrastructures

b. General evaluation: **Agree with the evaluation of the current situation of tourism**



## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> <li>- Data on visitors</li> <li>- Seasonality</li> <li>- Itinerary</li> </ul>	<ul style="list-style-type: none"> <li>- Work with TAs who have data on their visitors profile</li> <li>- Questionnaire</li> <li>- Survey at Departure at the airport</li> <li>- Trip Advisor feed back</li> <li>- Counting national visitors at entrances</li> <li>- Provide special offers during low season (Free visa, could be for specific nationalities, or longer validity, so visitor can return)</li> <li>- Organize cultural events (inform at least 6 months ahead)</li> <li>- Light at temples for specific period only (could be visit from outside the temples to avoid negatives impacts)</li> <li>- Encourage direct flight</li> <li>- Review ticket price (1 day ticket to see all 3 major temples, then go to temples in the outside park)</li> <li>- Should have ticket options Eg: include Phnom Koulen, Beng Mealea...</li> </ul>	<ul style="list-style-type: none"> <li>- Well explain and communicate the objective</li> <li>- Ask assistance from Tour guide to provide information about their clients (Eg: Japanese need very clean toilets,) through seminar</li> <li>- Communication ahead</li> </ul>	

### Topic 2: To improve the marketing of the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?

- Promotion and communication	<ul style="list-style-type: none"> <li>- Embassy could help for promotion</li> <li>- Online promotion</li> <li>- Should invite tour guide join fairs for better promotion (language/knowledge)</li> <li>- Facilitate shooting process (difficult to get permission from APSARA)</li> <li>- Change images for promotion</li> </ul>	- Provide list of contacts person	
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**Topic 3: To reduce the negative impacts of tourism on the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
- Commission	<ul style="list-style-type: none"> <li>- limit commission Eg: Restaurant in the park (Srah Srang) provide high commission, reduce the proportion and quality of food</li> <li>- Should show prices for services at Tonle Sap</li> <li>- Fix a service standard and price</li> </ul>		

**Topic 4: To ensure a better protection and management of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
- Collaboration	<ul style="list-style-type: none"> <li>- More discussion, and solve problems with reasonable suggestions</li> <li>- Provide more time for discussion in order to give real comments</li> </ul>		

Report on discussion with stakeholders on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 08/10/19

- **Stakeholders:** Guide (11/18 People as attached)

- **Organizers:**

1. H.E Sok Sangvar Deputy Director general of APSARA
2. Mrs. Myriam Beschaouch Consultant
3. Mrs. Oum Marady Deputy Director of Department
4. Mr. Seng Sotherara Deputy Director of Department
5. Mr. You Chantha Official
6. Mr. Tea Sunarith Staff

- **Logistic:**

1. Mrs. Veasna Makara Staff
2. Mr. Chea Mengly Staff
3. Mrs. Krouch Sreipeou Staff

- **Results:**

**I- Diagnosis**

a. Comments:

i. Strengths: **NO COMMENT**

ii. Weakness: **NO COMMENT**

iii. Problem raised in general

- Circuit in Angkor Thom, at elephant terrace should be changed
- Time of visit at Ta Prohm, should be open for sunrise, and review the entrance at 3<sup>rd</sup> enclosure (1 entrance)
- Open more temples for sunrise
- At Bakheng, some visitors can't reach temples for sunset
- At Angkor Wat: when clear visitor, should use loud speaker, and not whistle
- Should build (restored) more roads
- Lack of waste management and human resource, should use machines
- Use microphone to forbid throwing garbage
- Mobile sellers should have license

- Should fill the ponds at Angkor Wat on time and manage shop (food)
- Agents on site play with telephone and sometimes speak badly (hospitality), and don't implement well the code of conduct (Eg: guide inform their client about dress code, and when arrived at temples, they see other visitors use inappropriate dress)
- Should have some exception rules for old or disable visitors
- Cleaning time: should be before and after the visit
- Should punish TA which employ guide with no license; no lack of tour guide
- At Tonle Sap roblem of boat drivers, kids do massage / cry for money, blame visitors, bad behavior
- At Phsar Chas: start to have thief

iv. Request

- Toilet at Bayon (West)
- Fill the ponds at Angkor Wat on time
- Process to get visa at the airport takes time and some people ask for extra money.

b. General evaluation: **Agree with the evaluation of the current situation of tourism**

## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> <li>- Counting national visitors</li> <li>- Seasonality</li> <li>- Quality</li> </ul>	<ul style="list-style-type: none"> <li>- Use data from hotel and guesthouse</li> <li>- Provide ticket need a lot of budget, human resource, should only ask and count at entrance</li> <li>- Use application in the future (technology, scan ID)</li> <li>- Ask data from tax</li> <li>- Provide ticket that allow national visitors to use toilet service for free</li> <li>- Some market still won't come Eg: German market from June to September as they have good climate in their country. So think about promotion to different markets (Asia)</li> <li>- Promote different attractions</li> <li>- Reduce some taxes</li> <li>- Refreshment course for tour guide /hotels/restaurants</li> <li>- Training organized by guide associations</li> </ul>	<ul style="list-style-type: none"> <li>- Communication about the purpose of the work</li> <li>- China ready is not yet well organized</li> <li>- Organize trip for guide to show different attractions / activities for different markets</li> <li>- Budget</li> <li>- Free course for tour guide, low season, location, time</li> <li>- Encourage guide to be in associations</li> </ul>	

### Topic 2: To improve the marketing of the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
	<ul style="list-style-type: none"> <li>- Attract independent visitors</li> <li>- Work on ticket price</li> <li>- Promote specificities of each temples</li> </ul>		

### Topic 3: To reduce the negative impacts of tourism on the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p>Environment – food and alcohols in front of Angkor, cigarettes, noise (people talk loud) Bad image</p> <p>Airport visa fees (3\$/5\$)</p> <p>Poipet – one of the entrance exit of the country – it is the anarchy</p> <p>Communication about the destination to the tourists</p> <p>The roads in the provinces</p> <p>The lights of the roads in the province</p> <p>The drivers (insult the clients)</p> <p>The tourism agents are smoking</p>	<p>Put signboard to forbid people to eat and drink – in several languages</p> <p>Apply the law (be strict) The agents should communicate and guide regularly 1 microphone with several speakers at different places</p> <p>Immigration police</p> <p>Have to give the name of the tourists to the communities to have the authorization to get to SR (3 days before) Request to the leaders to find a solution</p> <p>The MoT should improve the communication, because some visitors doesn't know that Angkor is in Cambodia, but in Vietnam</p> <p>The guides translate but they avoid to translate the insults</p> <p>They use a microphone and not an appropriate language. They should not use</p>	<p>One microphone to communicate More bins Water the grass in front of Angkor Wat</p> <p>Improve and expand the website (Work with) international television</p>	<p>The Guides are consoling the visitors who are not happy Guides help to erase this bad image/name</p> <p>The guides should help to communicate</p>

Toilets (no water)	a whistle To repair, especially at the pagoda near the Bayon temple		
Sign boards in Angkor Wat and Bayon	Directional signs for the visitors, because they lose themselves in the temple		
The guides in front of Angkor Wat	Forbid the signs with the beers advertisement in the pagoda One day, it could be a fight between the drivers of the remarks and these guides, which are taking the visitors for the tour without the remarks.		
Rise the price of the ticket to 50\$			
Do not encourage the tourists to buy souvenirs or products in the park	MoT should remove the license if the sellers sell fake products to the visitors		

#### Topic 4: To ensure a better protection and management of the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
Private with the state  Encourage the staffs, especially the one who protects Angkor  Products in the zone and in the village	Meet each other during the conferences Train the agents of the tourism Invite also guide out of association for discussion Raise the salary		Be closer, spend more time with each other   Push the tourists to buy the products in the zone, if fake product, remove the license

Report on discussion with stakeholders on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 09/10/19

- **Stakeholders:** Guide (4/18 People as attached)

- **Organizers:**

1. H.E Sok Sangvar Deputy Director general of APSARA
2. Mrs. Myriam Beschaouch Consultant
3. Mrs. Oum Marady Deputy Director of Department
4. Mr. Seng Sotherara Deputy Director of Department
5. Mr. You Chantha Official
6. Mr. Tea Sunarith Staff

- **Logistic:**

1. Mrs. Veasna Makara Staff
2. Mr. Chea Mengly Staff
3. Mrs. Krouch Sreipeou Staff

- **Results:**

**I- Diagnosis**

a. Comments:

i. Strengths: **NO COMMENT**

ii. Weakness: **NO COMMENT**

iii. Problem raised in general

- Should organize shops (style khmer for roof) and place them at where visitors pass by
- Should have a place for smoking (like at the airport)
- Support refreshment guide training for free
- Problem of visa service at the airport (extra charge)
- The signs at temples are sufficient (Japanese), no need to many to spoil the view. The problem is the implementation and respect
- Should train staff at temples for the work efficiency. Some guards stay at one place, they should move around for the safety and security of visitor and temples.
- Some guards smoke while it's forbidden
- Anarchic tour guide + Korean translator. MoT should announce the data



- Association no right to control Korean translator, so they destroy the market
- Hygiene at temples, bad smell of palm juice at Angkor Wat, trash in the forest at Bayon
- Should punish bad drivers
- At Tonle Sap: bad smell in dry season, should find solution to manage waste (filter); immigration to be managed, manage prices (problem with commission)
- New product with action plan
- Improve infrastructures

b. General evaluation: **Agree with the evaluation of the current situation of tourism**

## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> <li>- Survey/counting</li> <li>- seasonality</li> <li>- Itinerary</li> <li>- Quality</li> </ul>	<ul style="list-style-type: none"> <li>- record at entrances by giving free ticket</li> <li>- provide an extra free service (Eg: toilets, bring X amount of used tickets to get a gift etc;)</li> <li>- use sticker on transport and take opportunity to get and provide information</li> <li>- collaborate with stakeholders who also do survey + training</li> <li>- Survey at departure at the airport for international visitors and at restaurants or drink shop for national visitors</li> <li>- Provide new product which respect the values of the destination</li> <li>- Adapt with markets</li> <li>- Facilitate transportation (road/flight)</li> <li>- Event to attract national visitors</li> <li>- Duration of visit is short, so it's hard to add small temples the itinerary of visit</li> <li>- Should rehabilitate roads to access small temples at Phnom Koulen (laterite path)</li> <li>- Building capacity</li> <li>- Strong implementation of law and regulations</li> </ul>	<ul style="list-style-type: none"> <li>- Staff asks and/ or explain questions with clear purpose explanation and use uniforms</li> <li>- Angkor Air always delay (evening flight)</li> <li>- Communication news</li> <li>- boat driver at Tonle Sap (kid and woman), too fast. Should limit the speed and train boat drivers</li> </ul>	

**Topic 2: To improve the marketing of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
- Problem of exchange rate (values of money), climate, and season	- Even strong promotion, some market still don't come - more promotion		

**Topic 3: To reduce the negative impacts of tourism on the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
- <b>Environment / trash</b>	- Strengthen the company to collect waste on time based on contract (in town). Cancel their right and find other competitors - At temples, it's clean and acceptable, except at the parking of Angkor Wat (waste from drivers) - Should have waste selection bin  - Should collect waste at night or early morning - Public should invest in building stock to filter waste at Tonle Sap - Use slogan to raise awareness - Prepare stock to put waste in town; authorities should encourage people to use waste collection service, with reasonable price for everyone	- Education and communication; and participation from local people	

**Topic 4: To ensure a better protection and management of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
	- More open discussion and meeting		

Report on discussion with stakeholders on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and  
action plan”*

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- **Date:** 10/10/19
- **Stakeholders:** Private Sectors, TO/TA, National Museum, Blue Solution (8/22 People as attached)
- **Organizers:**
  1. H.E Sok Sangvar Deputy Director general of APSARA
  2. Mr. Seng Sotheara Deputy Director of Department
  3. Mrs. Oum Marady Deputy Director of Department
  4. Mrs. Myriam Beschaouch Consultant
  5. Mr. You Chantha Official
  6. Mr. Tea Sunarith Staff
- **Logistic:**
  1. Mr. Chea Mengly Staff
  2. Mrs. Krouch Sreipeou Staff
  3. Mrs. Veasna Makara Staff
- **Results:**
  - I- Diagnosis**
    - a. Comments:
      - i. Strengths: **NO COMMENT**
      - ii. Weakness: **NO COMMENT**
      - iii. Problem raised in general
        - Destination to be seen as much more than temple
        - Decrease of visitors: should not think to create new products but to promote the existing ones.
        - Destruction of heritage values: protect the value in order to reduce the mass tourism: bring back urban heritage values of SR city, not allow new construction that does not respect the authentic architectural style of SR. Tourists are looking for the heritage values of cities, so keep the urban heritage of SR (remind how it was and why visitors were coming).
        - Lack of communication on international level, through Social Media, but on good manner, with right and accurate message and image. Communication should be done with a clear goal.
        - APSARA service center: long process to answer. Think to set up a form online to facilitate the process. Form online for request of authorization.

- Increase of garbage. Bad smell on the road to AW in the morning.
  - Not accurate promotion of destination. Create events to attract more visitors during low season with for instance the participation of Embassies present in Cambodia organizing cultural events in public places.
  - Waste: collection, no sorting, burning trash
  - Plastic, SR-ANGKOR plastic free area. TO/TA will go for plastic free by end of 2020 not offering anymore plastic bottles or clean tissues to their customers. All plastic should be replaced by natural elements like it used to be 10 years ago (bamboo, cassava, palm). Find sustainable solutions and proposing to local communities to produce it will help them to enhance their level of life, less burning and use of plastic = better health = less expenses for Doctor, medicine...
  - Need of water refill station in the park. Tourists can pay for that so not seen as disadvantage for sellers.
- b. General evaluation: Very good, realistic and objective diagnosis. Good presentation, clear, going straight to the head. Good summary of all issues raised by TO/TA from a long time. **Agree with the evaluation of the current situation of tourism**

## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p>1- Understand clients</p> <p>Lack of data</p> <p>Lack of answer to the issues raised by TO/TA</p> <p>Surveys</p> <p>2- Counting clients</p> <p>3- Seasonality</p>	<ul style="list-style-type: none"> <li>- Institutions to determine whom your stakeholder is and understand him.</li> <li>- Create one nucleus of governance Unique Observatory Unit</li> <li>- Study the needs per market (Chinese different from Western)</li> <li>- Survey at ticket booth</li> <li>- Working session with tour guides</li> <li>- International=Access control by digital pass</li> <li>- National=control the vehicles or issue a free pass</li> <li>- Insert in the pass all info needed to have a better knowledge</li> <li>- Counting vehicles by sensor system</li> <li>- Using phone (allow tracking)</li> <li>- Better communication (it is raining everywhere in Asia)</li> </ul>	<ul style="list-style-type: none"> <li>-License/Tax/Patent</li> <li>- Maybe external</li> <li>- Coach/trainer to focus on all parties to go straight to main goals</li> <li>- All stakeholders can participate but should have "feuille de route", some directions with 3 or 4 topics needed to improve the situation and get reliable data.</li> <li>- TO/TA to communicate what these groups are doing, their needs</li> <li>- Explain the reasons and security. Communication campaign</li> <li>- Fix entrance and exit, install system</li> <li>- Promote the "low season" as               <ul style="list-style-type: none"> <li>➤ September, Photography period</li> <li>➤ Family time in July and August</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Produce data reporting of the passengers</li> <li>-Share passion for the country.</li> <li>- In general feedback is not recorded. When negative, sent directly to the concerned stakeholders i.e Hotel, Restaurants or Airport.</li> <li>-Promotion in South East Asia to attract foreigners leaving there</li> </ul>

<p>- Diversify Image and message</p> <p>4- Diversify the flow, reduce the number of 1 day pass sold to reduce mass tourism and extend the length of stay</p>	<ul style="list-style-type: none"> <li>- Promote the low season diversifying the market, reducing the price of pass adapting it for family or students</li> <li>- Promote the culture</li> <li>- Rainy season = green landscape</li> <li>- Reconsider temple pass</li> <li>- Spread visitors</li> <li>- Diversify circuit, trekking, bicycle with map and points of interests, visit of villages</li> <li>- Change one day pass policy</li> <li>- Push the 3 days pass</li> <li>- Pass for sunrise</li> </ul>	<ul style="list-style-type: none"> <li>- Create Festivals</li> <li>- Ranking Temple not allowing to visit the masterpieces on same day</li> <li>- Path for pedestrian</li> <li>- Path for bicycle</li> <li>- 1 day pass including visit of only 1 masterpiece OR 1 day pass allowing to visit 2 masterpieces but during 2 days, though to increase the length of stay in SR</li> <li>- 3 days Pass including free entrance to Museum</li> </ul>	<ul style="list-style-type: none"> <li>- Partner with stakeholders, Embassies</li> <li>- Alliance Française launching Movie Festival in French with Khmer subtitles to help to get more French visitors</li> <li>- Fashion show, Photo festival</li> <li>- Work with concerned stakeholders to promote the destination, better knowledge of Heritage, offer other way to discover it, diversify the flow, extend the stay and protect the OUV and the Urban Heritage</li> <li>- Partnership with concerned stakeholders and NGO</li> </ul>
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<p>5- Health</p> <p>6- SR Foreigner residents and Tourism Stakeholders</p>	<ul style="list-style-type: none"> <li>- More Hospital with international standard, Emergency service/First Aid in Angkor site with Ambulance (future Parvis), ICU, accepting all the Insurance</li> <li>- Units for special treatment requested by retired people</li> <li>- Free pass</li> </ul>		
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**Topic 2: To improve the marketing of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> <li>- Same image and message</li> <li>- Lack of skills of MoT rep sent to promote the destination in fairs</li> <li>- Lack of knowledge of destination</li> </ul>	<ul style="list-style-type: none"> <li>- To be trained about communication</li> <li>- Professional services to be hired for               <ul style="list-style-type: none"> <li>⇒ Booth</li> <li>⇒ Image</li> <li>⇒ Hostess</li> <li>⇒ Motto</li> </ul> </li> <li>- Students/Hostess speaking the language of country organizing fairs or at least good English</li> <li>- TV production, Youtube documentaries</li> </ul>	<p>Link with professionals from private sector</p> <p>- Students to be dedicated to represent their country</p> <p>- Appointments at fairs</p>	<p>MoT to collaborate with Private sector (not a success so far)</p>



<p>- Marketing</p>	<p>- Bloggers, journalists, CNN, BBC</p> <p>- by destination (Kep/Kampot – SR/ANGKOR – Beach...)</p> <p>- Use image, slogan suitable to market targeted</p> <p>- Promotion of destination and another one for the country</p>	<p>- Invitation for free (visa and temple pass) to capture the site especially in case of ceremonies</p> <p>- Get in touch with media specialized in World Heritage and Leisure</p> <p>- MoT to allow budget and train people in charge of communication and promotion</p>	
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### Topic 3: To reduce the negative impacts of tourism on the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p>- Construction</p> <p>- Urban Heritage destroyed</p>	<p>- Control/stop hotels construction</p> <p>- Help people who maintain it</p> <p>- Establish rules and regulations for all</p>	<p>- Set up strict rules and regulations</p> <p>- Permit with green impact</p> <p>- Set up rules with fine</p>	<p>- TO/TA Green attitude</p>
<p>- Trash</p>	<p>- Ban plastic at the destination</p>	<p>- Water = Refill station</p> <p>- Stop selling plastic, stop wrapping vegetables and fruits on plastic film, stop use of plastic bags</p> <p>- Welcome visitors with a reusable bottle with a strong message “keep our country clean</p>	<p>- Work with all stakeholders from producer, provider to seller and buyer</p> <p>- Work with school children/ students to create projects and draw the picture on the reusable bottle</p>

<ul style="list-style-type: none"> <li>- Sorting/ Recycling</li>   <li>- Sellers</li>   <li>- Street food</li>   <li>- Commission (tour guides)</li> </ul>	<ul style="list-style-type: none"> <li>- National clean up day</li>   <li>- Strict rules and regulations</li> <li>- Create a khmer company to do it</li>   <li>- Strict rules and regulations</li> <li>- Come up with a standard (architecture, dress code, products made in Cambodia, hygiene, garbage...) that will protect the values</li> <li>- No brand</li> <li>- No respect of rules no license</li>   <li>- One area, clean and safe</li> <li>- Street food market with strict norms</li>   <li>- Stop giving commission will improve the quality</li> <li>- Offer to give in return a gift to clients and tip to tour guide</li> </ul>	<ul style="list-style-type: none"> <li>- Education for all</li>   <li>- Add 2 dollars to the pass to collect trash and do campaign</li> <li>- Come up with a calendar</li> <li>2020 ban of plastic bottle</li> <li>2021 ban of plastic bag</li> <li>- Education campaign</li> <li>- Ban burning trash</li>   <li>- Fine if no respect</li>   <li>- Let them learn from the model of authority, see and copy (tendency in SR, one comes up with an idea, the other copies and pasts)</li>   <li>- Replace Boxville by street food</li>   <li>- Implement of code of conduct</li> </ul>	<ul style="list-style-type: none"> <li>- Work with all concerned departments and ministries</li>   <li>- All involved</li>   <li>- All involved</li>   <li>- TO/TA will bring their clients</li> </ul>
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- Signage	- Directional, informative		
- Picnic	- Arrange one area to control food truck, trash, flow		
- Pollution – transport (bus)			

**Topic 4: To ensure a better protection and management of the destination**

<b>Issues raised</b>	<b>Suggestions (action)</b>	<b>How to proceed?</b>	<b>How can they be involved?</b>
- Lack of collaboration - Info do not reached the decision makers	- Create a hotline		

## Report on discussion with stakeholders on

### *“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 11/10/19
- **Stakeholders:** Private Sectors, TO/TA, Airport, Artisans Angkor (10/22 People as attached)
- **Organizers:**
  - 1- H.E Sok Sangvar Deputy Director general of APSARA
  - 2- Mr. Seng Sotheara Deputy Director of Department
  - 3- Mrs. Oum Marady Deputy Director of Department
  - 4- Mrs. Myriam Beschaouch Consultant
  - 5- Mr. You Chantha Official
  - 6- Mr. Tea Sunarith Staff
- **Logistic:**
  - 1- Mr. Chea Mengly Staff
  - 2- Mrs. Krouch Sreipeou Staff
  - 3- Mrs. Veasna Makara Staff
- **Results:**
  - I- Diagnosis**
    - a. Comments:
      - i. Strengths: **NO COMMENT**
      - ii. Weakness: **NO COMMENT**
      - iii. Problem raised in general
        - Pressure on main temples keep increasing
        - Increase of price pass was too high, fast. PS always discussed about increasing the price step by step, year by year improving at the same time services and infrastructures.
        - Image of the destination and the whole country is becoming bad, because of Sihanoukville. European like to go to the beach but with the destroying of the environment and increase of Chinese and infrastructures adapted to this market, more tourists shorten their stay in Cambodia.
        - Infrastructures of city are going down each year, no maintenance, bad condition, more garbage
        - PS keeps sharing ideas, remarks, negative impact but nothing moves. More collaboration is required, put everyone on board to have real effects BUT urgent need to take actions.
        - Expenses: Chinese people are not the one who spent the most at destination. Should not see benefice only regarding the numbers but the real revenues within the country, for local people.
        - China Ready: should not count on only one market but focus on different market to well balance the offer and demand.

- To have a more efficient discussion about strategies and plans we should understand MoT Strategy: more and more tourists and especially Chinese OR more targeted market with more benefice?

Keep in mind that for AA one US customer spends more than 60 Chinese

- Need for a deep and regular cooperation, not only in case of issues. Should involve all stakeholders to answer to the needs of the country i.e How to answer to the decrease of top 10 nationalities the airport is facing, how to invite tourists to extend their stay as done in Vietnam or Thailand?
  - Lack of promotion: not done on a professional way. Should promote differently the whole country, this will invite extension of stay. But actions should be taken to understand the client and the different markets. Western are traveling in the whole country, not Chinese.
  - Garbage: Government should educate people but also support them.
  - PS amazed that Code of conduct not on MoT and AE websites while large communication should be carried on.
  - Tour guides play an important role for promotion of the destination and the country. They are the image of the country. Feedback is not so good, low social skills. Should be more educated and trained also by APSARA. Should tell more to visitors about country, history, tradition, religion, everyday life. MoT to review the training, the conditions of getting the license and approach Foreign Gvt for exchange programs to educate tour guides to better understand the visitors.
  - Ban = better to educate or to fine BUT most people will not pay, so BAN AND FINE.
- b. General evaluation: Very good, realistic and objective diagnosis. Good presentation summarizing of all issues raised by PS from a long time but a real and urgent need to take actions and stop talking because the destination is getting a bad image and facing a decrease of visits. **Agree with the evaluation of the current situation of tourism**

## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p>1- Surveys</p> <p>General feedback of visitors on tour guides is bad</p> <p>Temples overcrowded</p> <p>Cleanness of the whole country</p> <p>F&amp;B proposal</p> <p>Chinese behavior</p> <p>Lack of data</p> <p>60 years old visitors not well known</p>	<p>- Train more tour guides especially on social point of view (ANGKOR is an open book full of history about traditions, people, religion, fauna and flora, way of life...)</p> <p>- Should be aware about best photo spots.</p> <p>- Share feedback forms with TO/TA, to get regular feedback and more accurate profile</p>	<p>- Through Angkor.com.kh</p>	<p>Airport (website and in situ)</p> <p>AA</p> <p>TO/TA will ask tour guides to fill it</p>

<p>- Tourism sector agents paying for Angkor pass</p> <p>2- Counting national visitors taking in consideration different ways of enter/ people living inside the Angkor area</p> <p>3- Seasonality</p> <p>VISA</p> <p>4- FLOW</p> <p>- Reduce the visits at the 3 masterpieces</p> <p>- Remote temples less visited</p>	<p>- Free pass for inspection or for promoting the destination inviting TA from abroad to visit temples</p> <p>- Issue local ticket and determine special control access to avoid queuing at checkpoints</p> <p>- Pass for free or charging a small amount to better take care of the monuments and environment. Will give value for the monuments, help to maintain or collect garbage</p> <p>- Stop seeing it as an issue and start promoting and communicating on a professional level</p> <p>- Change message for 'Enjoy Rainy season green season'</p> <p>- July-August, promotion of family time</p> <p>- Offer a free visa during low season will not solve the seasonality, better to work on marketing</p> <p>- PASS more expensive for those who want to visit the 3 masterpieces on same day</p> <p>- PASS package</p> <p>- Open temples at certain hours: Sunrise, Sunset, people more than happy to pay more for exclusive experience</p> <p>- Difficult to propose in circuit because of length of stay</p> <p>- Ticket on spot</p>	<p>- Ticket booth for national visitors near the main temples</p> <p>- Change image of the destination</p> <p>- Allow budget</p> <p>- Hire expert in tourism promotion and work with Private Sector</p> <p>- offer special price</p>	
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- Extension of length of stay	- More flexible ticket - Play with price, pass package		
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**Topic 2: To improve the marketing of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p>Decrease of visitors especially WESTERN</p> <p>- Bad image of Sihanoukville impacting the western market</p> <p>- Cambodia expensive destination</p> <p>- Events</p> <p>MARKETING</p>	<p>- Comparative study with countries surrounding</p> <p>- Fix prices</p> <p>Propose prices adapted to market (families)</p> <p>- Festival</p> <p>Concert</p> <p>Movies</p> <p>Fashion shows</p> <p>- INVOLVE EXPERTS and PS to help to promote the country</p> <p>- Stop commission from VISA</p>	<p>- MoT to allow BUDGET, invite Private sector to attend fairs</p> <p>- Welcome center at airport could be an issue because of staff</p> <p>App in all languages</p>	<p>AIRPORT to put a screen wall with all infos= all stakeholders involved, airport and AA ready to sponsor</p> <p>- Done by prof from all countries (TOP 10 visitors)</p>



**Topic 3: To reduce the negative impacts of tourism on the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> <li>- BUS impact on temples, on air pollution</li>   <li>- Increase of prices</li>   <li>- Flight connectivity, no direct flights, price too high</li>   <li>- WASTE</li>   <li>- FOOD street</li> </ul>	<ul style="list-style-type: none"> <li>- Shuttle service</li> <li>- Maintenance of the vehicles</li> <li>- Punishments</li> <li>- Price policy, Fix prices</li> <li>- Open direct flights</li>   <li>- Diversify the market (too much focuses on China)</li>   <li>- BAN but with education and compensation</li>   <li>- Dedicate a place, a corner</li> </ul>		<p>Airport adding new destinations</p> <p>In discussion with Qatar Airways to propose SR-Doha</p> <p>Direct flights from India and Japan</p>

**Topic 4: To ensure a better protection and management of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> <li>- Lack of collaboration</li> <li>- Lack of action</li>   <li>- Lack of communication from APSARA about Angkor site</li> </ul>	<ul style="list-style-type: none"> <li>- Stop talking and start acting identifying priorities and doing realistic, small and easy action to implement</li> <li>- Stop PING PONG between all ministries/stakeholders involved</li> <li>- Move fast</li>   <li>- More visibility on tourism development in Angkor site</li> </ul>	<ul style="list-style-type: none"> <li>- REAL EXCHANGES AND INTERACTIONS for the benefit of the destination, the country and not for personal interest</li> <li>- Create committee with all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>-If stakeholders involved from the beginning, could also co-finance (airport, AA)</li> </ul>

Report on discussion with stakeholders on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 16/10/19
- **Stakeholders:** Hotels (4/18 People as attached)
- **Organizers:**
  1. Mrs. Oum Marady Deputy Director of Department
  2. Mr. Seng Sotherara Deputy Director of Department
  3. Mrs. Myriam Beschaouch Consultant
  4. Mr. You Chantha Official
  5. Mr. Tea Sunarith Staff
- **Logistic:**
  1. Mrs. Veasna Makara Staff
- **Results:**
  - I- **Diagnosis**
    - a. Comments:
      - i. Strengths: **NO COMMENT**
      - ii. Weakness: **NO COMMENT**
      - iii. Problem raised in general
        - Marketing of the destination to be done on professional way. Should benchmark what is done by surrounding countries in term of tourism promotion, tools used, message and images used, visitors: how to attract them either...
        - Better knowledge of visitors: Hotel can share surveys but figures will not be accurate so better to count on trends; hotel can indeed give an idea and trend can be relevant.
    - b. General evaluation: **Agree with the evaluation of the current situation of tourism**

## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p><b>DATA</b></p> <ul style="list-style-type: none"> <li>- Counting national visitors               <ul style="list-style-type: none"> <li>✓ Figures from different Institutions are clashing</li> <li>✓ Difficulties to get the accurate numbers from Hotel</li> </ul> </li> <li>- Data scattered</li> </ul>	<ul style="list-style-type: none"> <li>- Trend may help to have a better idea for nationalities, percentage</li> <li>- 1 common database</li> </ul>	<p>Hotel to report</p> <ul style="list-style-type: none"> <li>- MoT, MoF, AE, Province, APSARA to allocate a budget to designate a team in charge of this task</li> <li>- Identify the data needed to answer to all stakeholders' needs</li> </ul>	<ul style="list-style-type: none"> <li>- Cannot count on hotel because issue with some unlicensed ones</li> <li>- Collaboration, establish a DIALOGUE with GvT and all concerned stakeholders</li> </ul>
<p><b>EXTENSION OF STAY</b></p>	<ul style="list-style-type: none"> <li>- Classification of temples/ restriction to visit masterpieces on same day</li> </ul>	<ul style="list-style-type: none"> <li>- Change of package promotion</li> <li>- Change of ticket policy</li> <li>- Collaboration with Gvt, MoT, MoF, AE, APSARA</li> </ul>	<ul style="list-style-type: none"> <li>- Skills about hospitality</li> </ul>
<p><b>FLOW MANAGEMENT</b></p>	<ul style="list-style-type: none"> <li>- APSARA to communicate vision and stakeholders will help</li> <li>- Parvis for all temples</li> </ul>		
<p><b>TOUR GUIDES</b></p>	<ul style="list-style-type: none"> <li>- To be trained by APSARA to enhance skills and knowledge in archeo, water network, ecosystem, social (everything beyond temples)</li> </ul>	<ul style="list-style-type: none"> <li>- Training criteria to be sent up by MoT and APSARA, license condition</li> <li>- Arrange training on regular basis</li> </ul>	
<p><b>SEASONALITY</b></p> <p><b>Attract more tourists or diversify the flow</b></p>	<ul style="list-style-type: none"> <li>- Events, Festival</li> <li>- World Buddhism day</li> </ul>		

<p><b>CYCLING circuit</b></p> <p><b>New products</b></p>	<ul style="list-style-type: none"> <li>- Including path to temples, countryside, mountain</li> <li>- Barray and Kbal Spean to be seen as potential, as products</li> <li>- Open the investments to private</li> </ul>		
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**Topic 2: To improve the marketing of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> <li>- STUDY THE COUNTRIES IN <b>COMPETITION</b> WITH CAMBODIA</li> <li>- Sales, International promotion and Marketing not done on proper way</li> <li>- Shooting, photos, events to be used as a way of promotion</li> <li>- Events as promotional tool</li> <li>- Change image and message used</li> </ul>	<ul style="list-style-type: none"> <li>- Understand how the countries surrounding Cambodia answered to same issues faced i.e seasonality, more visitors</li> <li>- Review the image, message</li> <li>- Allocate budget, professional team</li> <li>- Identify temples for movies, wedding, wellness, photos</li> <li>- Take the 25<sup>th</sup> anniversary as an opportunity of promotion, invite PS to attend</li> <li>- APSARA to identify and propose professional photos of temples to be used</li> </ul>	<ul style="list-style-type: none"> <li>- Benchmark, analysis, copy and adopt</li> <li>- Give permission for free but not for commercial use</li> <li>- Ask in counterpart to share and be able to use photos, films for free</li> <li>- Provide material to PS</li> </ul>	<p>Help to understand the different markets, hotels located in countries surrounding</p> <p>Diversify image used on website to better promote remote temples</p>

### Topic 3: To reduce the negative impacts of tourism on the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> <li>- Code of conduct not promoted on national level</li> <li>- Speakers</li> <li>- Restaurants in Sras Srang</li> <li>- Mess around Hospitals</li> <li>No waiting area</li> <li>- Shops, sellers, restaurants</li> <li>- Souvenirs</li> <li>- Drivers (messy parkings, dress and behavior not appropriate)</li> <li>- Commission</li> <li>- Damage on stones</li> <li>- Tonle Sap ( Chong Khneas)</li> <li>- Plastic</li> <li>- Kids selling some souvenir</li> <li>- Music measures</li> </ul>	<ul style="list-style-type: none"> <li>- Large campaign</li> <li>- Change by earpieces</li> <li>- To remove</li> <li>- Better management of welcome area for patients, clean surroundings</li> <li>- Allocate a place to regroup them and control (hygiene, cleanness)</li> <li>- Made in Cambodia products to represent culture and Heritage</li> <li>-APSARA to fix rules and regulations</li> <li>- STOP</li> <li>- Reduce the numbers of tourists per group, study the carrying capacity, provide special shoes ...</li> <li>- Clean on regular basis</li> <li>- Wild campaign</li> <li>- BAN but proposing solutions, starting in one temple as pilot project</li> <li>- Well manage the area, the place</li> </ul>	<ul style="list-style-type: none"> <li>- Propose standard for all, rules and regulations</li> <li>- Collaborate with all stakeholders, come up with solutions and schedule</li> </ul>	<ul style="list-style-type: none"> <li>- PS to bring their customers</li> </ul>

**Topic 4: To ensure a better protection and management of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p><b>COLLABORATION</b>                      Lack of dialogue                      Stakeholders not answering or less involved, not attending</p> <p>APSARA to communicate about the development of the Angkor site</p> <ul style="list-style-type: none"> <li>✓ To allow a better promotion</li> </ul>	<ul style="list-style-type: none"> <li>- To implement action, focus on small groups for 1 particular task</li> <li>- Invite the relevant people and ask to not send staff</li> <li>- Share report about discussions in order to for meetings to be more efficient</li> <li>- Press conference</li> <li>- Share plans with PS</li> <li>- More transparency</li> <li>- Open to private investments with bidding</li> <li>- Newsletter to get a better knowledge about development and conservation, and recent discoveries</li> </ul>	<p>SEND REPORT AND RESULTS OF MEETINGS</p>	<p>PROMOTION</p>

Report on presentation and discussion with Cambodian Hotel Association (CHA) on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 16/10/19 from 2 to 4PM
- **CHA requested to TMP members to do a presentation of diagnosis during their quarterly meeting.**
- **Stakeholders:** Hotels, Airport, Insurance, Restaurants, GAEA (27 People as attached)
- **Organizers:**
  1. Mrs. Oum Marady Deputy Director of Department
  2. Mr. Seng Sotherara Deputy Director of Department
  3. Mrs. Myriam Beschaouch Consultant
  4. Mr. You Chantha Official
  5. Mr. Tea Sunarith Staff
- **Logistic:**
  1. Mrs. Veasna Makara Staff
- **Results:**
  - I- Diagnosis**
    - a. Comments:
      - i. Strengths: **NO COMMENT**
      - ii. Weakness: **NO COMMENT**
      - iii. Problem raised in general
        - Image of Cambodia is going down on International level: Mass Tourism, Chinese tourists, Trash.



- Marketing of the destination to be done on professional way. PS not involved with MoT during fairs. MoT to allocate a budget to promote the country POSITIVELY and REGULARLY.
- Lack of communication: tourists focused on Angkor Wat, presented as the masterpiece and the MAIN visit to do.
- No knowledge of APSARA, its mission or achievements. Should communicate more and PS should be involved and aware. APSARA to invite PS to inform them regularly about conservation and development of the site. Newsletter, Website and Facebook in English so they can follow.
- Governance: PS lost: invited by MoC, by MoT but no meeting all together to be more efficient and to avoid hearing that responsibility is for the other ministry. Lack of communication and collaboration, why different plans and not work together to come up with ONE PLAN? PS very disappointed by meeting organized with Experts from MoT waiting for a real brainstorming/round table to be real involved.
- PS needs a vis-à-vis to be in touch with decision maker: a person to whom they can address issue but also discuss and brainstorm to solve issues raised
- Trash: PS is wondering if GvT thinks that this is a bad image of the destination and a huge concern. It is among all complains, probably one reason of less Western repeaters according to GAEA. Lack of bins, action to be launched urgently.
- Events, why often proposed during busy months?
- Hotels or Restaurants without license but visible on Booking.com and TripAdvisor= BAD IMAGE // MoT to react
- PS very disappointed by GvT institutions/decision maker and does not believe something is going to change or move forward
- Decision or implementation Process takes a long time
- Airport: future airport? Direct flights? New destinations to be set up partnership with Qatar Airways
- Infrastructures and services to be improved in Angkor Site
- Ticket policy to be reviewed
- Visa process, fees
- Tour guides: commissions, welcome positively training to be done by APSARA

b. General evaluation: **Agree with the evaluation of the current situation of tourism but wanted to have a presentation of action plans proposed to answer to CONS.**

Report on discussion with stakeholders on  
*“the Current tourism situation in Siem Reap-Angkor, strategy and action plan”*

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- **Date:** 17/10/19
- **Stakeholders:** Hotels (05/18 People as attached)
- **Organizers:**
  1. Mrs. Oum Marady Deputy Director of Department
  2. Mr. Seng Sotheara Deputy Director of Department
  3. Mrs. Myriam Beschaouch Consultant
  4. Mr. Tea Sunarith Staff
- **Logistic:**
  1. Mrs. Veasna Makara Staff
- **Results:**
  - I- Diagnosis**
    - a. Comments:
      - i. Strengths: **NO COMMENT**
      - ii. Weakness: **NO COMMENT**
      - iii. Problem raised in general
        - Sellers in front of Angkor Wat should be better organized with a clear vision
        - Improve and create garden in town, better landscape, lack of maintenance, waste, hygiene
        - Should have clear and strict regulations to allow people live in Angkor Park (even from other province) Eg: style of house, dress, living style...
        - Should forbid people from drinking beer (most of the time very young people), loud music at temples => bad image
        - Road condition is very bad
        - Waste => bad image
        - Should clean Siem Reap River, better walkway with light (lack of maintenance)
        - Problem of arrival at the airport (check-in), hospitality, take time, service not appreciated; should have a proper place for visitors to fill in forms (Immigration)
    - b. General evaluation: **Agree with the evaluation of the current situation of tourism**

## II- Discussion

### Topic 1: To better understand our clients and manage visitor flow

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p>1- Survey</p> <p>2- Counting national visitors</p> <p>3- Seasonality</p>	<ul style="list-style-type: none"> <li>- Get existing information about profile of visitor from private (Hotel/TO/TA)</li> <li>- Providing ticket now impact feelings of visitors, more complicated in public holidays</li> <li>- Should get data from hotels/guesthouses</li> <li>- counting at entrances</li> <li>- Change message of promotion “Green season” and not “rainy season”,</li> <li>- organize events also in low season</li> <li>- organize farm trip</li> </ul>	<ul style="list-style-type: none"> <li>- Make request with clear purpose</li> <li>- In long term, can also provide free ticket, but need good communication, consultation and management (where, how...)</li> <li>- Announcement ahead (not just a few days or weeks before)</li> <li>- Explain TO about advantages in rainy season (price, climate, green, fresh...)</li> </ul>	<ul style="list-style-type: none"> <li>- Share information about profile of visitor</li> </ul>

### Topic 2: To improve the marketing of the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p>1- Image</p> <p>2- Flight / connectivity</p>	<ul style="list-style-type: none"> <li>- More images of different destination for the promotion or trade show (+ attractive designs of the stand)</li> <li>- More direct flight / price?</li> <li>- Keep existing market while finding new market; so less dependent on one market (Chinese)</li> </ul>	<p>1-</p>	

**Topic 3: To reduce the negative impacts of tourism on the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1-	1-	1-	1-

**Topic 4: To ensure a better protection and management of the destination**

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- Lost of confidence	1- Show the achievement after decisions making 2- Determine solutions based on real discussions 3- Feed back		

PP 21 Octobre 2019

Ministère du Tourisme

Réunion de 9h à 11h45 en présence du Ministre du Tourisme S.E Dr THONG Khon, du Secrétaire d'Etat au Tourisme S.E TIT Chantha , du Vice-Gouverneur de SR, de S.E Dr SUM Map représentant de la MdC, des membres du secteur du Tourisme de la Province de SR, de S.E SOK Sangvar (Directeur général adjoint de l'APSARA (en charge du département du Tourisme et de la Culture et Chef du groupe du TMP) et de l'équipe du TMP (APSARA)

**Introduction par S.E SOK Sangvar, Directeur général adjoint (APSARA) mentionnant le but de la réunion de ce jour:**

- ⇒ Présenter la situation actuelle du tourisme de la destination SR-Angkor (diagnostic demandé par les experts du CIC)
- ⇒ Présenter les premiers résultats du partage avec les parties prenantes et proposer des stratégies, actions et plans d'action
- ⇒ Solliciter les conseils du Ministre afin de répondre aux objectifs et à la politique du MdT

**Présentation par Mme OUM Marady, sous-directrice du département du Tourisme (APSARA) de l'étude conduite par l'équipe du TMP:**

- ⇒ Situation actuelle du tourisme de la destination SR-Angkor et proposition de stratégies, actions et plans d'action//Partage de ce constat avec les parties prenantes, discussions, problèmes évoqués et solutions proposées

**S.E MdT Dr THONG Khon**

- ⇒ rappelle à plusieurs reprises du plan de développement de SR (2020-2035) que le comité est en train de rédiger. Actuellement en cours de rédaction, à Toulouse. Présentation au Gouvernement en Février 2020
- ⇒ MdT annonce que le Premier Ministre a accepté que le comité national pour le développement du plan tourisme Siem reap Angkor soit supervisé par S.E le Dr. Aun Pornmoniroth, VPM et Ministre des Finances.
- ⇒ rappelle qu'il n'inclut pas le parc puisque c'est de la compétence de l'APSARA
- ⇒ demande une collaboration notamment en vue de créer de nouveaux produits (visites nocturnes à Angkor, Tonle Sap, Phnom Kulen, nouveau SR) et renforcer la qualité des produits existants (Tonle Sap) pour relancer le tourisme à SR-Angkor et faire face à la baisse enregistrée ces derniers mois. Rappelle que les activités diurnes ou nocturnes à Angkor se feront sans altérer les valeurs du site et en coopération avec l'APSARA (référence à la Baie d'Along et création de nouveaux produits).
- ⇒ présentation du plan à la prochaine session du CIC pour Angkor
- ⇒ MdT demande collaboration de l'APSARA pour améliorer le plan et notamment pour proposer une stratégie de développement pour ANGKOR.
- ⇒ MdT fera un plan de mise en œuvre avant de soumettre le plan au PM

⇒ problème du Tonlé Sap sera résolu par le comité de développement touristique national

MdT liste tous les points négatifs : gestion des flux, vendeurs anarchiques, commissions, manque de communication notamment pour les actions de l'APSARA, ordures (Mt de l'environnement en charge), transports polluants (lancer un projet pilote pour un shuttle à Angkor et transport public à prix abordable), formation des guides.

### **Recommandations pour les plans d'action présentés par le TMP:**

A/ gestion des flux: parvis (gestion des internationaux et nationaux); guide pour les cambodgiens; vendeurs (emplacement, communication des valeurs, éducation);

B/ protection de l'environnement: transport écologique Angkor (communication avec les parties prenantes, réduire les bus, changer des véhicules chez les locaux « mobylette électrique »

C/ Gouvernance: recyclage des guides par APSARA

D/ Divers: wifi;

MdT propose que les 2 équipes travaillent ensemble avant de soumettre le plan au CIC.

Pass pour ANGKOR pour les expats : pas de baisse de tarif mais proposition de promotion, un billet acheté un gratuit.

Spectacle son, lumière et eau (Cf Versailles, muraille de chine).

### **2- S.E TIT Chantha** (secrétaire d'état tourisme)

- ⇒ Fait un point sur les dernières statistiques et annonce que le nombre de visiteurs à SR va encore baisser (facteurs externes, crises économiques, baisse du pouvoir d'achat des chinois, Sras...) => solutions: plus de promotion (marketing); miser sur les visiteurs nationaux, événements; meetings, trips, nouveaux produits pour attirer les répéteurs. En même temps, améliorer/régler les problèmes internes
- ⇒ explique que la baisse du tourisme dernièrement est principalement liée aux facteurs extérieurs et un manque de produit touristique à SR
- ⇒ annonce que la destination a aujourd'hui atteint sa maturité. MdT propose de redresser le tourisme en visant " les répéteurs" et en créant des nouveaux produits (show nocturnes, nouvelle smart city....)
- ⇒ show nocturne sous responsabilité de l'APSARA

### **3- S.E SUM Map**, représentant de la MdC

- ⇒ soutient le mécanisme de la mise en œuvre du plan de développement de SR

- ⇒ remercie le MdT de permettre à APSARA de travailler avec le secrétariat du comité
- ⇒ rappelle que la gestion d'Angkor ne sera pas détachée de la gestion de SR mais qu'Apsara doit se concentrer uniquement sur les tâches sous son champ d'action => ne pas s'occuper des actions à assurer par les autres institutions
- ⇒ Apsara doit trouver les moyens pour l'illumination du site d'ANGKOR

#### **4- Conclusion du ministre**

-combiner les deux études et demander l'adoption par le CIC

**MINUTES OF THE MEETING HELD ON NOVEMBER THE 8<sup>th</sup> 2019 FROM 3 TO 4.30 PM  
IN H.E DG MEETING ROOM**

**PARTICIPANTS:**

H.E. Dr. HANG Peou (DG), HE SOK Sangvar (DDG), Prof. Azedine BESCHAOUCH, Mrs OUM Marady (OM), Mr SENG Sotheara, Mr YOU Chantha, Mr TEA Sunarith and Mrs Myriam DJEHANE (MD).

**CONTEXT**

Follow up of the evolution of the TMP teamwork about **DIAGNOSIS OF THE CURRENT TOURISM SITUATION IN SIEM REAP-ANGKOR** after the meeting they had all together in June 2019 and recommendations received from the Experts in Sustainable Development during the 32<sup>d</sup> technical session of ICC-Angkor.

Meeting with H.E. DG, Dr HANG Peou, and Prof BESCHAOUCH to present:

- ⇒ Evolution of the work, to answer to Recommendation such as more detailed Profile of visitor and present the strategies and action plans
- ⇒ Results of Sharing sessions with stakeholders held from Sept 16<sup>th</sup> until Oct 21<sup>st</sup> 2019

**To expose challenges the team may face, seek for advices and get their support regarding the importance for the diagnosis to focus on the Destination and not only on ANGKOR, to assign Responsible bodies, the validation of the actions to be implemented and last but not least the way to conduct the meeting with the MOC on Nov the 14<sup>th</sup>.**

**MINUTES**

**Professor:**

1<sup>st</sup> point:

- analysis well conducted, good data,
- The most important now is the methodology for action, how to prioritize, what to do immediately
- strategy for many years,

2<sup>nd</sup> point:

- For each actions, should choose a responsible who will implement
- How to start from the ground with the real implementation but who will be responsible for the implementation for each action?
- Put a system to control the implementation, if no work, no progress, can change the responsible
- No possibility to clearly distinguish who responsible at SR, at Angkor. Even for zone 3 and 4 who responsible, province or APSARA?

**DG:**

- Good work
- Joins Professor opinion
- Should not only be research but application at the same time and even during the application, we should also continue our study
- Who is the responsible of work?
  - ⇒ The team can be the head of the project (thinking team), can advice
  - ⇒ On action plan, we can design who is responsible
- Lack of communication. No one knows what the other party is doing

**Professor:**

- Action of the future
- We want to go on implementation
  - ⇒ We have to convince all the stakeholders that it is a common job



- DG should suggest the minister that diagnosis is at national level and requires the participation of all stakeholders. It is not on one part ANA and on the other part City in parallel. We have to talk together and not to compromise to avoid any competition between ANA, MoC, MoT, Province against the benefit of Angkor and the destination
- On 14<sup>th</sup>, for the meeting with the MoC, we should define who do what

**DDG:**

- We will be more precise on the timeframe. Now it is still a draft
- Need the signature of the DG to approve and formalize it
- To prioritize the action plan so others (internal and external) will consider it as important mechanism

**DG:**

- Sees the diagnosis and proposal as a global vision
- When plan defined, call for meeting with APSARA to explain the plan and distribute the tasks. Need to explain clearly, explain the process like for the ISO work, then it will become their work/daily work

**MD:**

- Still have to clarify on the action sheet budget, responsible, team assigned, length of time needed
- Priority: some task are urgent to start immediately, some others will depend on budget
- Main issues how the team can name the responsible?

**DDG:**

- Good strategy to involve others departments, but for outside the authority?

**DG:**

- Thinks same process as proposed for APSARA dpts for private and public institutions outside APSARA
- Presentation of action sheet, communication to convince then to adopt the plan and to be involved.

**OM:**

- Signage: request collaboration with city, province etc
  - ⇒ if approval from our side, we can go to the concerned people and discuss how to proceed = we need strong support from our side first before to go to others

**DG:**

- Thinks we should have meeting with our internal department
  - ⇒ the concerned department can meet the city department, since for signage, it is same standard and same company for the whole destination, but should start from our side first (who accepts to be responsible), bring the concerned team to meet the concerned team at the province

**DDG:**

- internal meeting to finalize the diagnosis, approval and share the work

**DG:**

- Start to set up meeting from December after ICC, so in March Dpts can ask for the budget. Indeed some tasks are part of daily mission of some Dpts (like action 6) so budget could be available, some other Dpts do not have budget so they should ask for it.

**MD:**

- For internal sharing we need a clear planning

- Convince MoC and seek approval and advice

**DG:**

- After approval of MoC and ICC we can plan internal meeting

**DDG:**

- Requests that DG push each department to prioritize this work

**DG:**

- When green light of all, we can push all the departments to do their work

**Professor:**

- Methodology
- All parts are important
- But to avoid difficulties, the strategy should be left to the MoT (develop the destination as cultural, religious)
- APSARA role is the action plan and the implementation
- His proposal: action plan
  - Discuss, fix responsibilities, propose who in charge of what
  - With MoT, discuss with the technician about database etc ...
- ANA will propose many meetings to prepare the best implementation
- If MoC have a strategy plan she can share but at APSARA level we can talk about the practical possibilities

**MD:**

- The major thing = be able to convince MOC about importance to focus on destination

**DG:**

- No need to talk about the strategy with MoT

**Professor:**

- By law APSARA is the manager of the site, it means possibility to conduct survey on field

**DDG:**

- One of the request of the MoT is that TMP team meet the team to review the plan they drafted
- Advices for MOC Meeting?

**DG:**

- Give more detail about action, mention about how to proceed on internal but also external point of views

**MD:**

- Take an action sheet, go in details to explain the process of implementation, the necessity of collaboration of several stakeholders

**DG:**

- No need to focus again on + and – because already presented at June session of ICC so better to go straight to presentation of action plans

**OM:**

- Once action sheets finalized, it we will submit to DG for review.

**MINUTES OF THE MEETING HELD ON NOVEMBER THE 14<sup>th</sup> 2019**  
**IN H.E MOC MEETING ROOM**

**PARTICIPANTS:**

H.E. Minister of Culture and Fine Arts (MoC)  
H.E. Secretary of State MCFA (SM)  
H.E. Under Secretary of State MCFA  
H.E. DG MCFA  
H.E. DG MCFA  
H.E. Secretary General of Cambodia National Commission  
Deputy Secretary General in charge of Heritage  
Officials

H.E. SOK Sangvar, DDG of APSARA (DDG)  
OM Marady (OM)  
SENG Sotheara (SS)  
ANG Pheakdey (AP)  
DJEHANE Myriam (MD)  
YOU Chantha (YC)  
SEN Set  
TEA Sunarith

**CONTEXT**

Meeting with H.E. MoC to present:

- ⇒ Evolution of the work, to answer to Recommendation such as more detailed Profile of visitor and present the strategies and action plans
- ⇒ Results of Sharing sessions with stakeholders held from Sept 16<sup>th</sup> until Oct 21<sup>st</sup> 2019

**To expose challenges the team may face, seek for advices and get their support regarding the importance for the diagnosis to focus on the Destination and not only on ANGKOR.**

H.E. MoC opens the meeting and DDG introduces the context and announces the agenda of the meeting

Presentation OM

MoC

- asks about the choice of Survey Monkey as the main tool, the methodology especially how the ANA team got the sample size, the area of the survey, the methodology that the MoT uses to avoid an opposition of methodology.  
If different methodology but same result it is ok, but if different, it will bring a discussion
- For the indicator it has to be quantifiable,  
Satisfaction it is not quantifiable, it is too subjective, difficult to measure

- The Cambodian are important data, for example they use more the roads than the foreigners
- MoC took the example of the decrease of the poverty in the population, has to be quantify with a precise methodology
- MoC stresses that needs a base and an objective, and the result should always increase, if decrease it will become an issue.
- The choice should be very precise if not there will be consequences and issues in the future
- In not good indicator, it will bring issues because the objective is too high and if we don't reach it, we need to lie
- MoC took the example of the Ministry of Education and the figures of the 1st grade students, and of the Ministry of Women affairs.

#### SM

- The number of seller it is a headache, and there is already a working group with DDG at the head, this committee should give a guideline and a precise figures, recognize by all the stakeholders in the working group

#### 7<sup>th</sup> person at the MoC side

- A small remark on the visit flow management
- The strategy is not adequate with a site like Angkor because we are already in the WH list.

#### MoC

- We have to maintain, to develop SR Angkor and not only the WH.
- It is messy, Angkor needs to stay a historical and a religious site
- Angkor can't go alone, because SR is part of the destination

#### DDG

- Develop → plan and development but we have to maintain the value,
- If we preserve too much, we won't move forward

#### 6<sup>th</sup> person at the MoC side

- Think that we should change the word "enhance"
- The high member of the government etc go in Angkor to do religious ceremonies and we have to encourage it
- About the national data and the free tickets, we have to be careful about how the Cambodian will react

#### DDG

- The ticket for the national is not our objective, but we need data to improve the service
- Of course we need a precise communication
- We do not want money from the national but we want to know who they are
- About the indicator, we will study them deeply

## SM

- MoT proposes new product in Angkor, the night visit, asks it to not focus the visitors only in Siem Reap during the evenings,
- SM should we should create a working group to think about this question even if the respond is negative, at least we give our opinion to MoT

## MoC

- More precise than the last time,
- In SR Angkor, it is the MoT place, so we have to see how our study can integrate, complete their master plan of SR  
To respond to a national guideline
- For MoC it is not clear, it is a bit mixt, after the study has to look at the interior and exterior factors
- no politic impact
- no time-lapse
- what has to be start immediately?
- CT, MT, LT?
- Prioritize
- CT: wifi, sellers (data), flow
- We should prioritize and fix the issues which are under our capacity
- Others issues, we should let to them
- The pilot project, if we success, the will be copied
- Angkor Thom is a bit too big for a pilot project, but it is under our capacity
- Budget, who do we do?
- Province can only help us with the police for example
- The national visitors has an impact on the temples and on the environment.
- If free ticket is not the good option, we should study another way to count them
- Also we should find a way to do a unique visitor and repetition visitors for nationals
- For MoC no concrete answer
- What solution proposed in comparison with the data we have
- MoC thinks we should think of the goal and then how to realize it
- In the action plan, we should include more precise actions
- MT, LT?
- The issues of the data about the sellers? If ANA has in that case should control and do not let the figures increase
- Why to plan a staff training? When we recruit what are the conditions? Do we have only new staff?
- Sometimes we have to go by our own so we simplify the process (cars/parking)  
And if we success, the city will come to copy from us
- If we do together with the city, the process will be too long
- Electric car, why not?
- It is good but incomplete

## OM

- Here we show only 2 actions sheets but in reality we have 9
- Here it is 10 years, but some tasks are only 2-3 months

- Problem of the budget, we have to review our sheets and talk with the ANA departments
- New products... we didn't fully exploited the ones we have, we should improve our infrastructures, communication, services
- Here we also talk about the circuits
- Carrying capacity will bring the booking online
- Training: when the social order agents had been transferred to the tourism department, we observed that there was no mission sheet

#### MoC

- Actions plan 9 sheets => has to prioritize it and then to schedule it.
- We need to know the prerequisites to measure all the success of each actions
- For example for the sellers, the prerequisites are the collaboration of the local authorities and the police
- New product: it is not our priority so let the other ministries do it
- Angkor doesn't need light at night neither music – but we cannot refuse, we have to impose the schedule like 2 nights in high season and 2 in low season – like the Magic flute
- We have to see how to integrate in the TMP of MoT
- With AE our tickets are too unique  
Low and high season are same price  
For people who lives here no special price  
Booking online – we should think of the circuit and the national
- For the driving rules, we have to work with the police but first we have to improve our infrastructure
- She wants to see all the precise action to see the feasibility of each projects
- Asks more details
- Encourages the continuation

#### DDG

- Priority : budget, human resources ... (agenda)

#### MoC

- We need internal talk because same boss
- But should think who is with us and not with us
- Everyone has their own work
- Have to think of the schedule
- In March everything has to be ready to integrate in budget
- The hardest is with the external stakeholder
- We need to facilitate the review by the leaders
- Regroup the actions