

**KINGDOM OF CAMBODIA
NATION RELIGION KING**



**TOURISM DEVELOPMENT PLAN (TDP)
FOR
THE DESTINATION SIEM REAP-ANGKOR
(2021-2035)**

*Proposal written by TMP team (May 2020)
In consultation with ICC-Angkor Ad hoc Experts in sustainable development
Edited by TDP team (January 2023) to update the Action sheets
Following ICC-Angkor Ad hoc Experts in sustainable development recommendation and Ministry of Culture and Fine Arts advice*

**TOURISM DEVELOPMENT PLAN (TDP)
FOR
THE DESTINATION SIEM REAP-ANGKOR
(2021-2035)**

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

F- ACTION SHEETS

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LIST OF ABBREVIATIONS

- AE = Angkor Enterprise
- AIRBNBs = Air Bed and Breakfast
- ANA = APSARA National Authority
- AR/VR = Augmented Reality / Virtual Reality
- CBET = Community-Based Ecotourism
- CBT = Community-Based Tourism
- DCMA = Department of Conservation of Monuments and Archaeology
- DG = Director General
- Dpt. = Department
- GDP = Gross Domestic Product
- GIZ = German Agency for International Cooperation
- H.E = Her/His Excellency
- HMF = The Heritage Management Framework
- HRH = Human Resources for Health
- ICC-Angkor = International Coordination Committee for the Safeguarding and Development of Historic Site of Angkor.
- ICOMOS = International Council on Monuments and Sites
- IT = Information Technology
- JICA = Japan International Cooperation Agency
- MoC = Ministry of Culture and Fine Arts
- MoT = Ministry of Tourism
- MOU = Memorandum of Understanding
- NGOs = Non-Governmental Organization
- SMEs = Small and Medium Enterprises
- SWOT = Strengths, Weaknesses, Opportunities and Threats
- TBC = To Be Confirmed
- TDP = Tourism Development Plan
- TMP = Tourism Management Plan
- TO/TA = Tour Operator / Travel Agent
- TSC = Tourism Service Control
- UNESCO = United Nations Educational, Scientific and Cultural Organization
- UNDP = United Nations Development Program
- WHC = World Heritage Convention
- UNWTO = United Nations World Tourism Organization
- UYFC = Union of Youth Federations of Cambodia

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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 cannot 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 National Authority 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 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 National Authority, 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 National Authority 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 Sectors 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 Tonle Sap.

5 Policies of Tourism Development and management were set up:

- Sustainable tourism development;
- Collaboration with other sectors;
- Human Resource Development;
- Private Sectors;
- 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;

28 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 kilometers and consists of scores of temples, hydraulic structures (basins, dykes, reservoirs, canals) as well as communication routes. For several centuries Angkor, was the center 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 (e.g.: Angkor Wat, 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 work 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 National Authority-AFD*, focusing on measures to be taken by APSARA National Authority 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 National Authority*, 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 National Authority*, 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 Sectors (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.

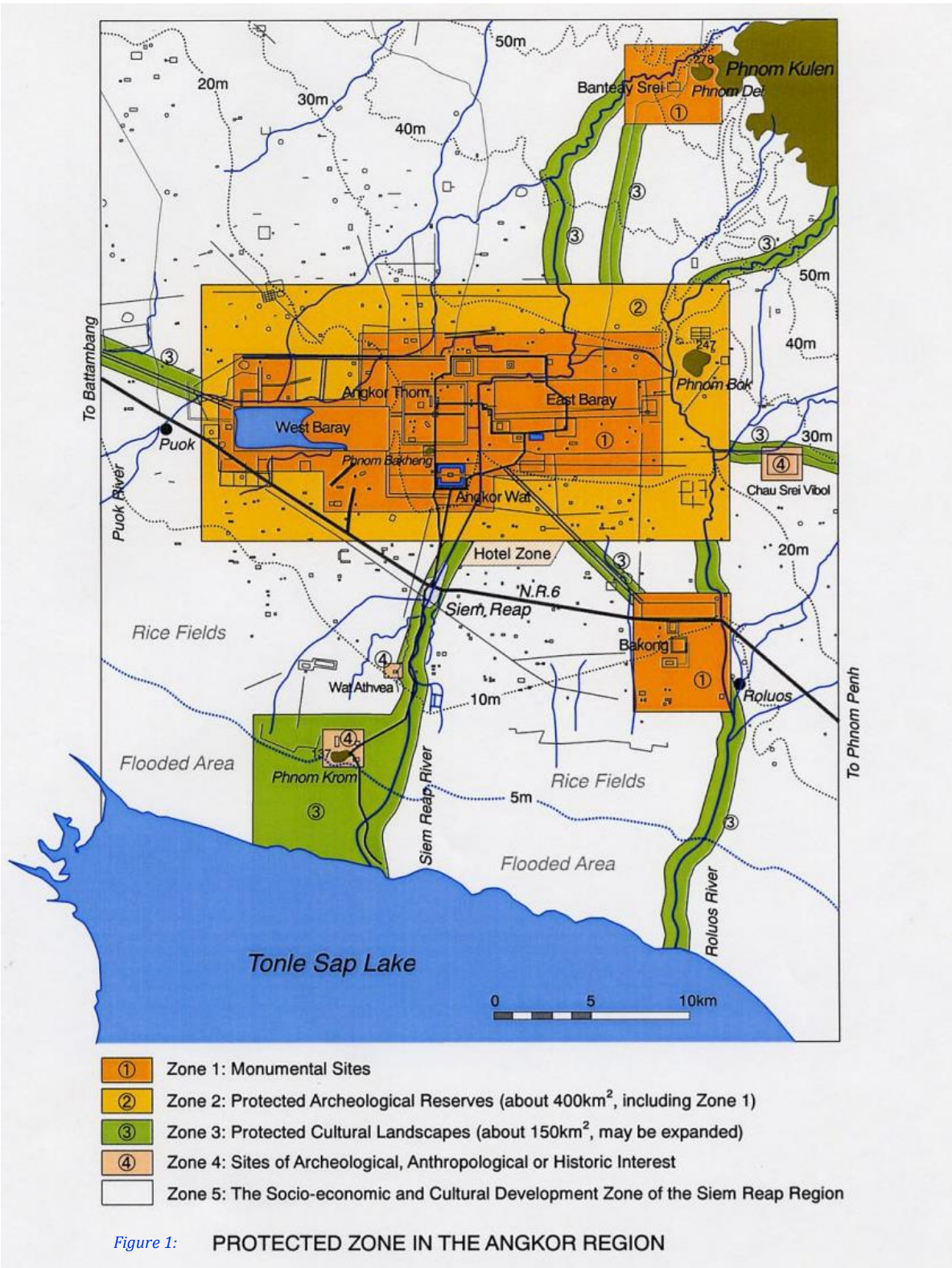
In 2017, the experts in sustainable development of ICC for Angkor recommended to urgently developing a tourist situation diagnosis as a prerequisite for the establishment of a strategy focused on 2 or 3 major objectives developed with specific actions.

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 National Authority 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 National Authority, it is specified in the article 2 that **APSARA National Authority's mission is to design and conduct the tourism development of 5 zones defined by the Zoning and, manages Siem Reap-Angkor.**

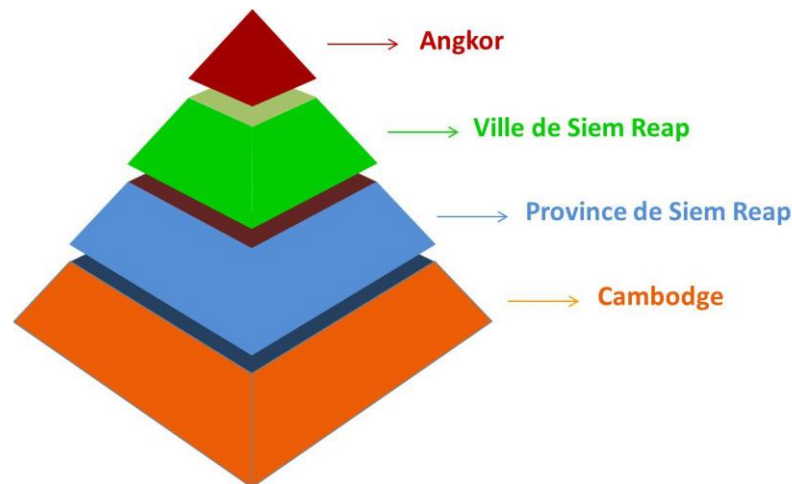


➤ **Siem Reap-Angkor constitutes a singular and unique tourism destination.**

4 interdependent levels: park, city, province, and country. All public and private sectors must be consulted and are actually 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. TIMELINE

- MAY-JULY 2018: Organization of team and review of literature.
- AUGUST 2018-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 32nd 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 33rd Technical Session of the ICC for Angkor.
- NOVEMBER 2020: In accordance with the content of the meeting of the National Committee for Tourism Development on September 7, 2020, the Minister of Culture and Fine Arts proposed to update the tourism development plan for the Angkor site.
- JULY-NOVEMBER 2021: Review of all the action sheets applied for Siem Reap-Angkor to be applied only for Angkor site.
- MARCH 2022: Adoption by the ICC Experts of the TDP with immediate implementation during the 35th Technical Session and the 28th Plenary Session of ICC-Angkor.
- AUGUST 2022: Translation of the action sheets from English to Khmer. Review of actions to adapt them to the current situation of ANGKOR the World Heritage site.
- DECEMBER 2022: Adoption by APSARA National Authority DG of the creation of the TDP working group and three steering committees to ensure a smooth implementation, a good collaboration and fruitful coordination between all concerned stakeholders as well as pushing for the progress of TDP projects.
- JANUARY 2023: Following the recommendations of the ICC and the advices of the Ministry of Culture and Fine Arts, update of the TDP book.
- JULY 2023, once the plan is finalized following the ad hoc Experts' Recommendations and adopted by APSARA National Authority: 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 sectors

STEPS	METHODS
Analysis of the tourist offer and Clientele of Siem Reap-Angkor	<ul style="list-style-type: none"> - Research and analyze data collected by AE, MoT, UNWTO, Airport, and immigration services - Research and Assessment to identify and list all center of interest of the destination, proposed circuits, and organized events - Develop standard operation procedures for interviews and surveys - Survey visitors at the temples, in the city, and at the airport - Interview TO/TA - Hold a count of, and reference for, all services and infrastructures of the destination
Analysis of the national and international image of Siem Reap-Angkor	<ul style="list-style-type: none"> - Perform research on international press, social media, and travel guides, etc. - Interviews with TO/TA while evaluating their websites, and analyzing tools used to promote the destination - Evaluations of official websites (MoT, ANA) and the tools used to promote the destination
Analysis of the governance	<ul style="list-style-type: none"> - Develop process for interviewing - Interviews - Meetings

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

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):

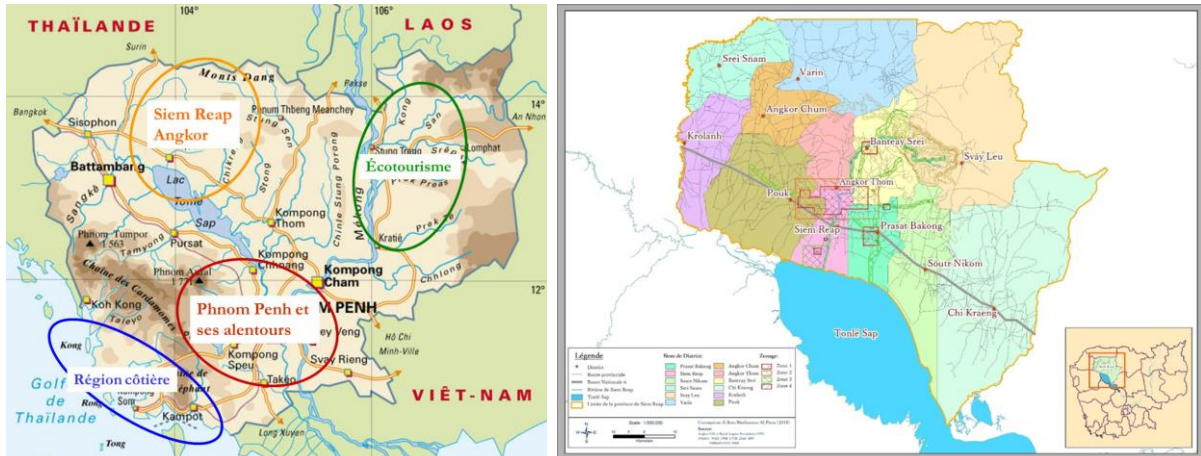


Figure 2: Tourist poles of Cambodia and map of Siem Reap

The **Province of Siem Reap** located to the north-west of Cambodia, is the 10th largest province of Cambodia with 10,299 km², with a population of 950,306 inhabitants, ranking 7th of the kingdom. There are 12 districts which 5 are within the Angkor Park (the city of Siem Reap, Pouk, 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 km²)
- 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*

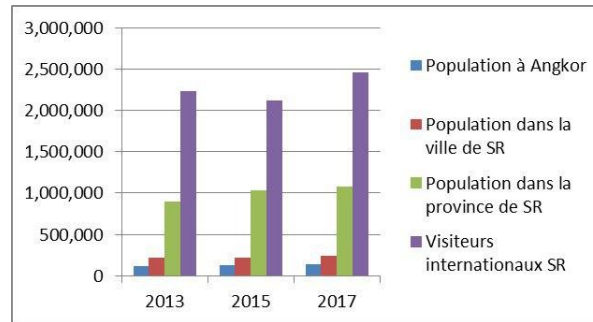


Figure 3: Population vs number of visitors

II.2. SOCIOECONOMIC

II.2.1. RESOURCES 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.

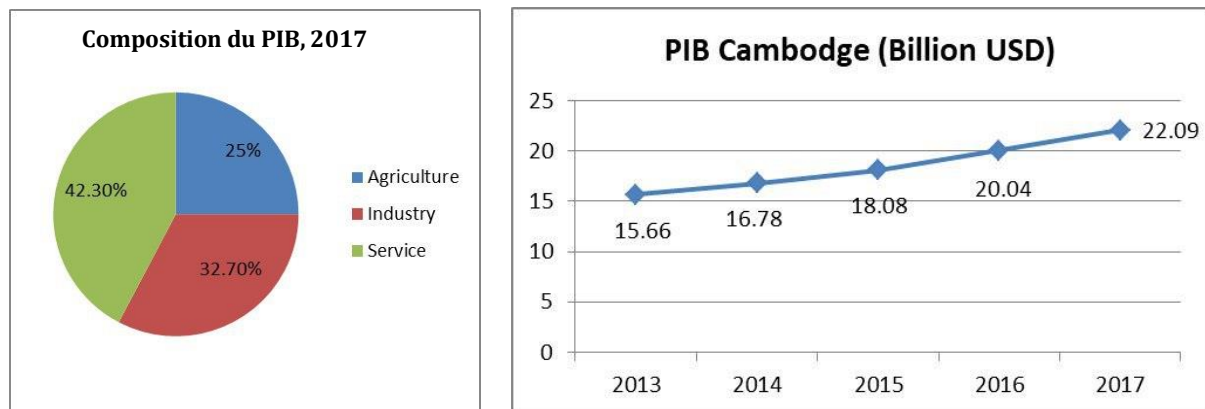


Figure 4: GDP of Cambodia

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.

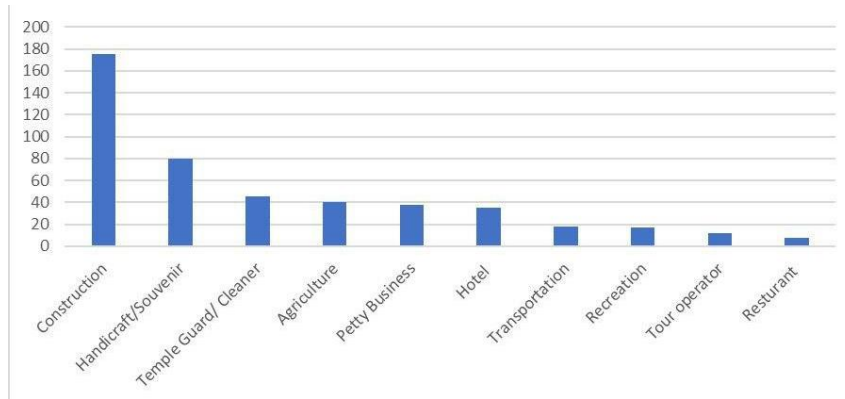


Figure 5: Employment by sector in Siem Reap 2013 (UNESCO)

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

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

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 Temple), offering greater accessibility to travelers.

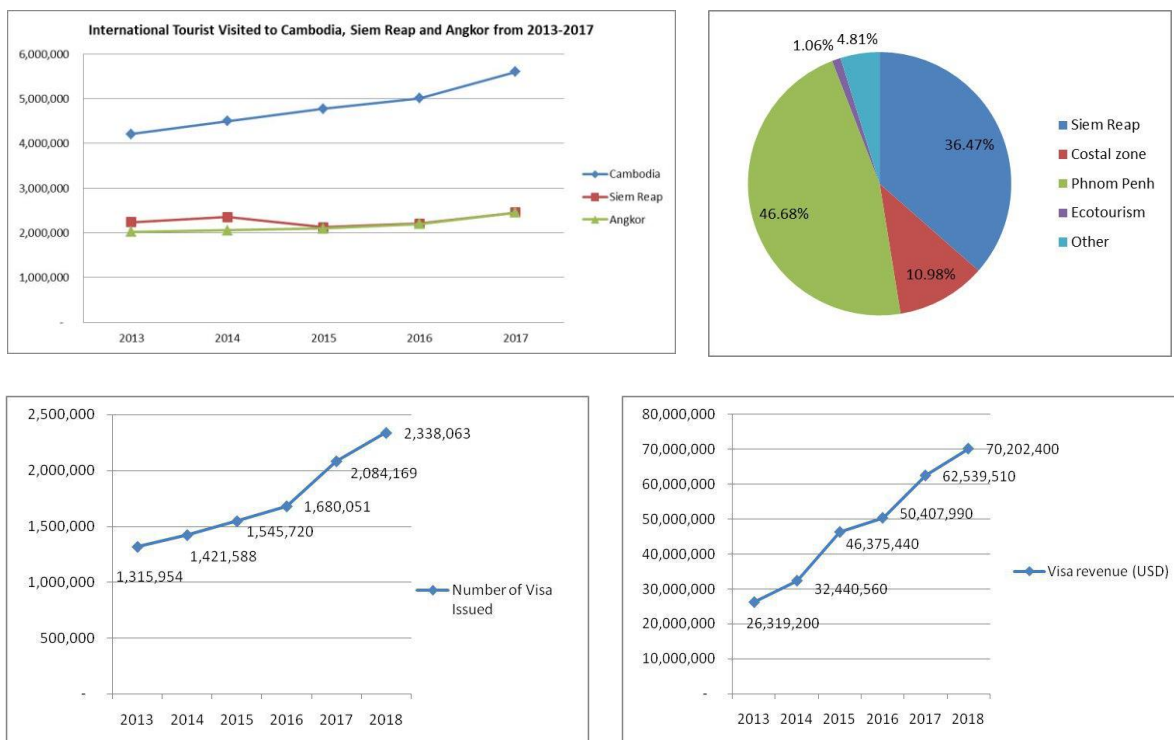


Figure 6: Evolution of international tourist visitation

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

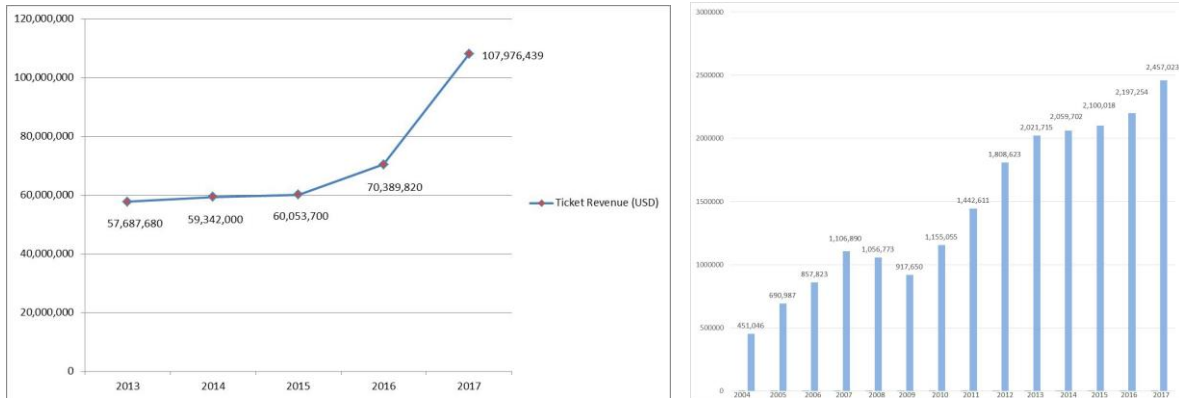


Figure 7: Evolution of pass sales and the income for Angkor

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 (Sla Kram, Svay Dankum, Sala Kamreuk, and Kouk Chak), we see that the apartment market is the 2nd 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 frenzy 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.

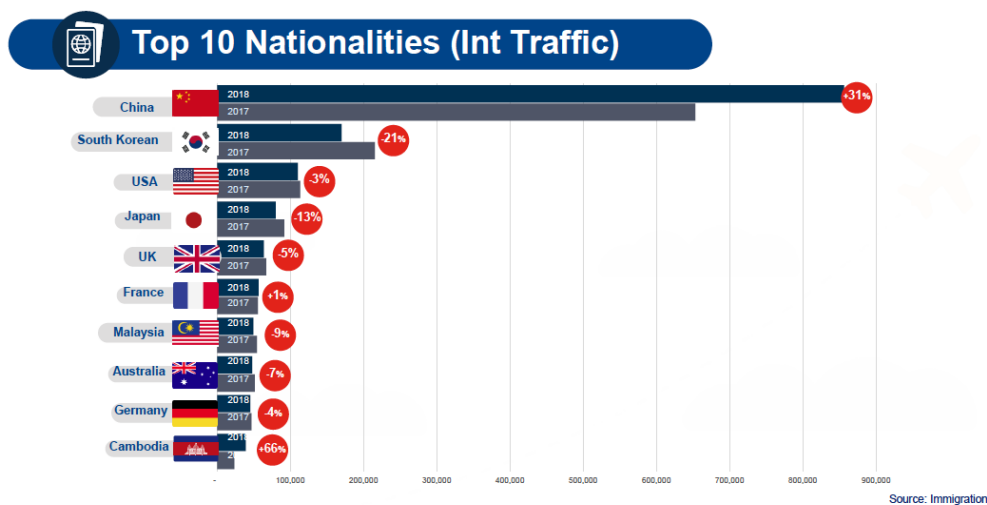


Figure 9: Top 10 Nationalities (Int Traffic)

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.

- 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 National Authority has been pushing to develop a system of electric shuttles that run between the ticket office and the temples.

II.4. RESOURCES 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 (Pouk, Siem Reap, Roluos) that irrigate the site of Angkor and dump into the Tonle Sap Lake.

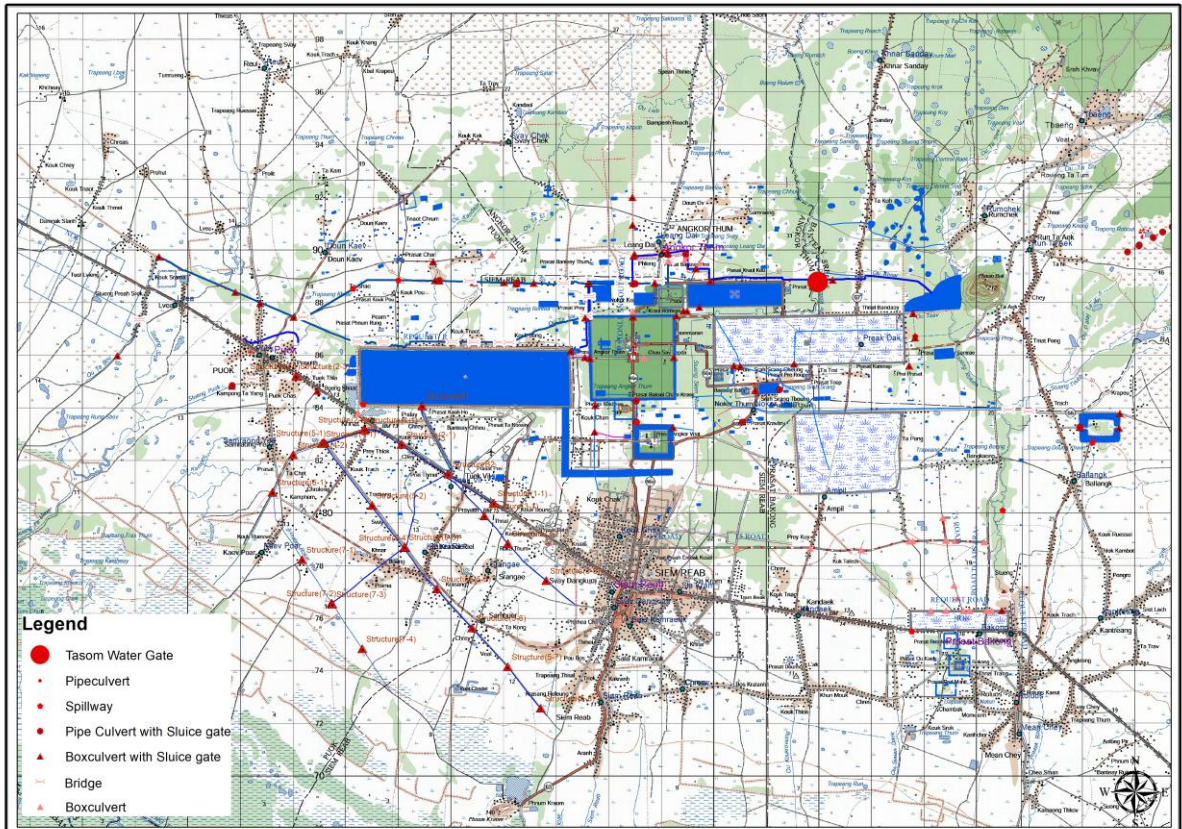


Figure 11: Hydraulic network in Siem Reap-Angkor region

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.

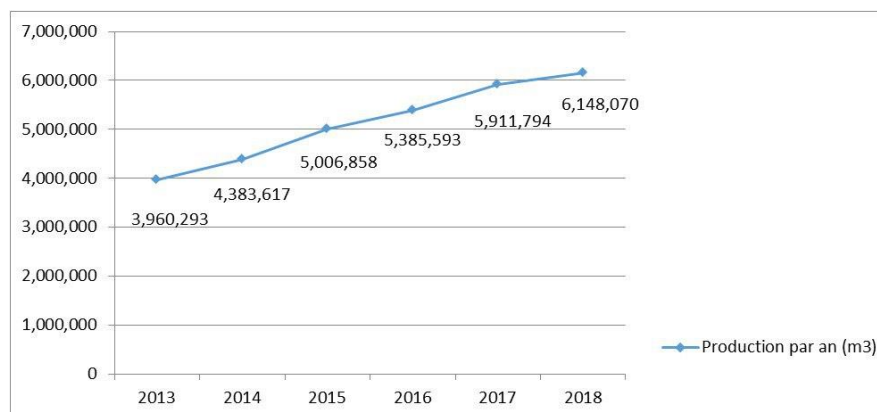


Figure 12: Evolution of clean water production (2013-2018)

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, a 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 3 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.

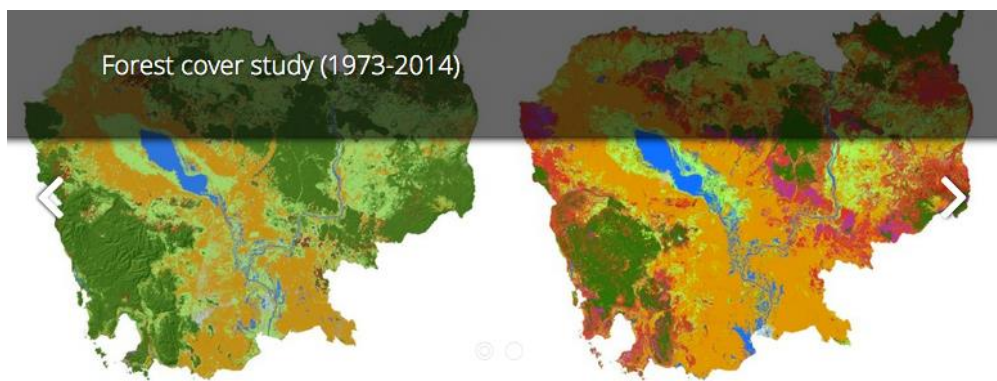


Figure 13: Forest cover study (1973-2014)

- 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 National Authority has decided to ban all food consumption in the temple area.

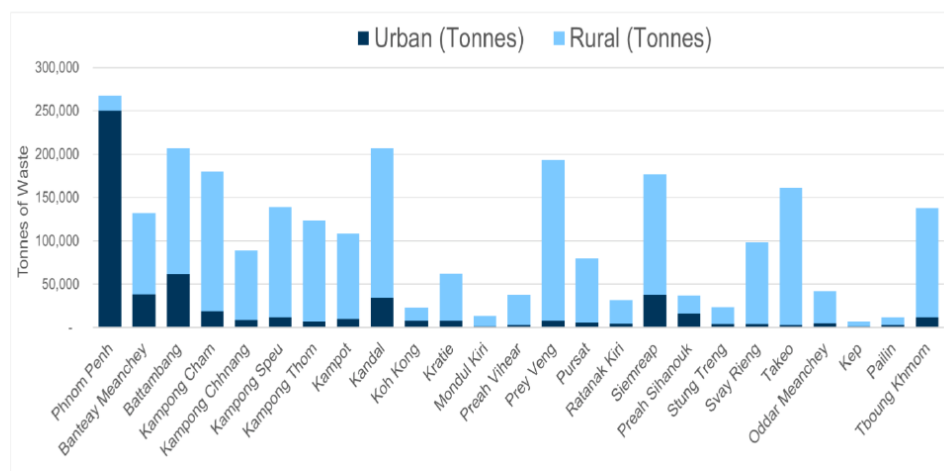


Figure 14: Graphique du PNUD sur la répartition des déchets entre zones rurales et urbaines par province. Sources : PNUD Report 2017

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 112 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

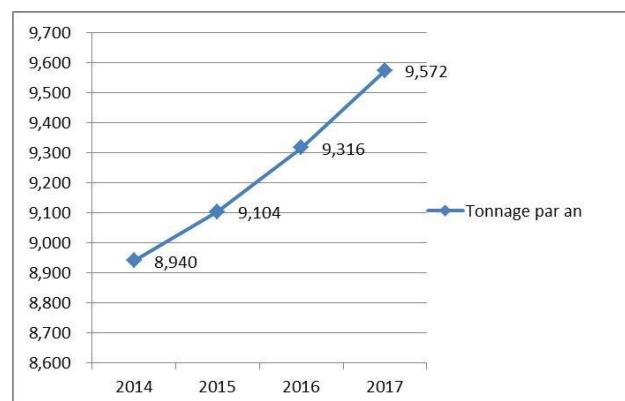


Figure 15: Evolution of waste collection in Angkor site (2014-2017)

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

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 Srah Srang, or the Bakong district, accommodations are proposed through online reservation platforms such as booking.com or Agoda.

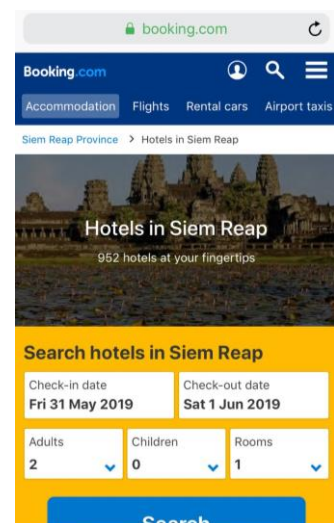
The ministry performs their census by number of rooms per hotel, and not by room nights. From 2009 to 2017, the number jumped from 120 to 220 hotels and from 2013 to 2017, from 229 to 296 guesthouses.

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 visitors.*

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*

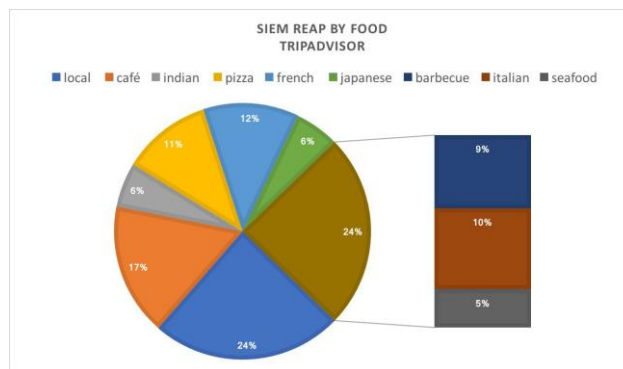


Figure 16: Food and beverage business repartition (Trip Advisor)

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 National Authority 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 National Authority'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
- ⇒ Preah 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 kauv 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.

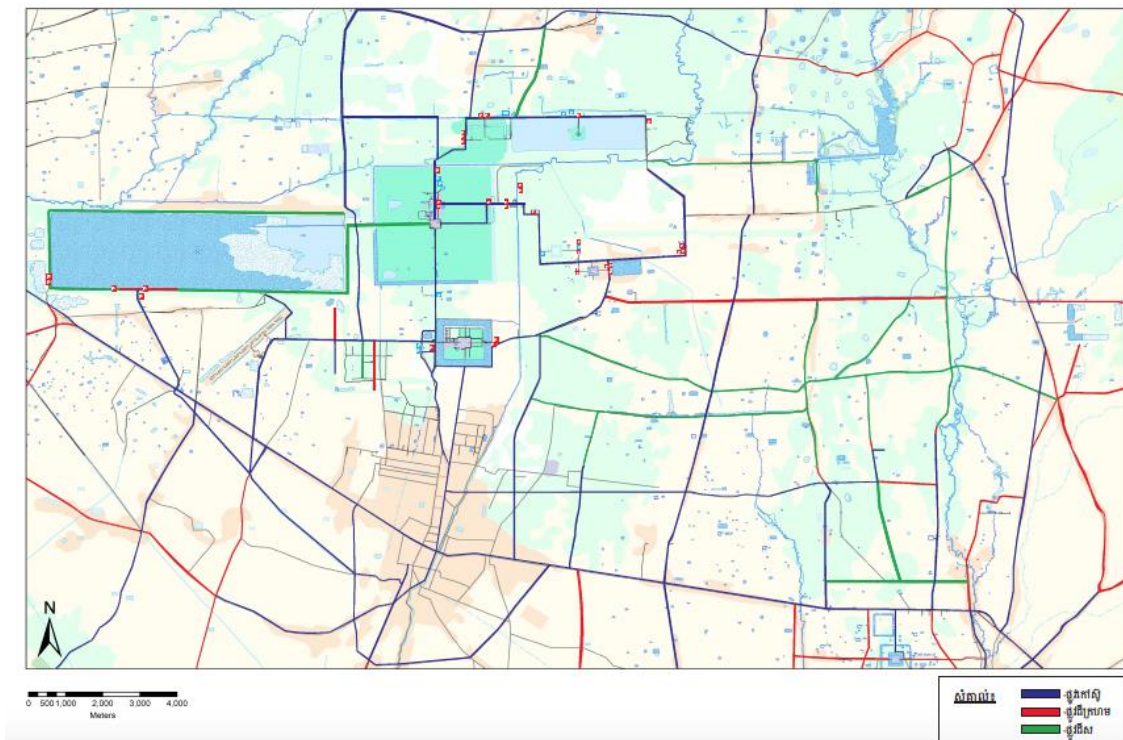
Some of the roads remaining in laterite soil allow for circulation of all modes of transportation, while others of compacted dirt are used by only those of the local population (small cars, remork, ox cart, motorbikes, bikes, etc.). These paths must be exploited, and their utilization diversified for 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: Roads 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 Banteay Srei parvis, in Angkor site. The ministry is building another center near Sokha Siem Reap Resort and Convention Hotel and the ticket office.

APSARA National Authority 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 National Authority, 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 National Authority 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 million), 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.

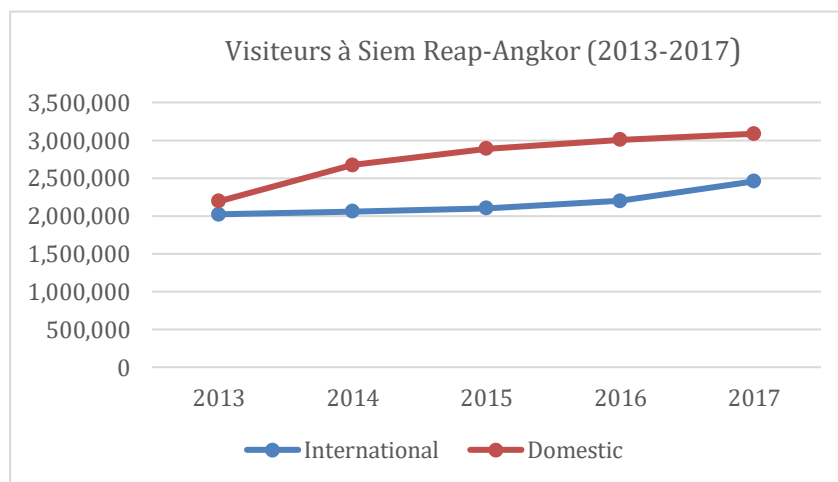


Figure 20: Evolution of number of visitors in Siem Reap-Angkor (2013-2017)

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.

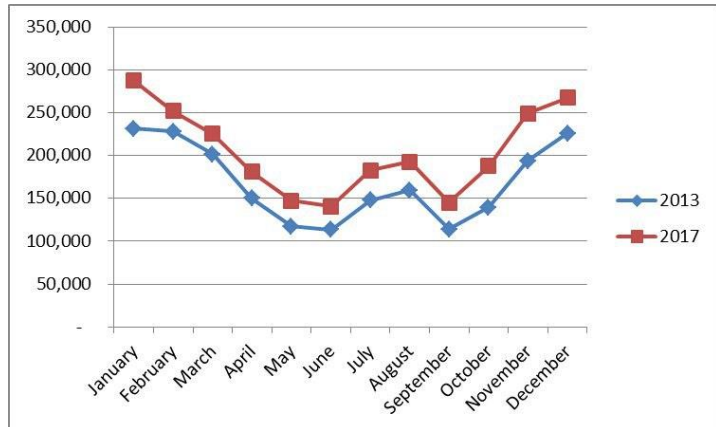


Figure 21: Seasonality in Siem Reap-Angkor (2013-2017)

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 Zero-dollar package tourists.

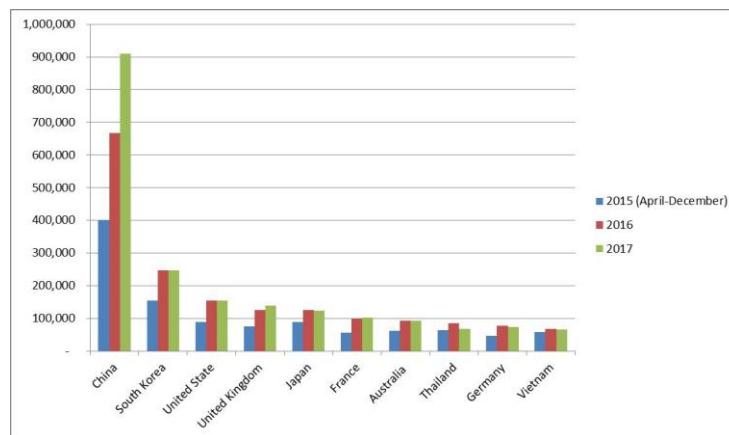


Figure 22: Top 10 nationalities in Siem Reap - Angkor (2015-2017)

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 12-25 26-35 36-59 > 60	4.84 6.45 40.32 62.90 1.61	<12 12-25 26-35 36-59 > 60	0 33.33 40.48 23.81 2.38	<12 12-25 26-35 36-59 > 60	0 23.91 21.61 36.96 6.52	<12 12-25 26-35 36-59 > 60	1.40 29.44 37.85 26.17 5.14
GENDER	FEMALE MALE	49.96 43.43	MALE FEMALE	51.28 48.72	MALE FEMALE	55.56 44.44	MALE FEMALE	52.38 47.62
COUNTRY/PROVINCE	CHINA	100	JAPAN VIETNAM THAILAND	23.81 11.90 7.14	UK FRANCE AUSTRALIA SPAIN	23.74 19.22 15.22 15.22	SIEM REAP PHNOM PENH BATTAMBANG	23.47 19.72 8.45
SOCIO-PROFESSIONAL CATEGORY	EMPLOYEE	77.78	EMPLOYEE	70	EMPLOYEE	73.91	EMPLOYEE STUDENT	43.96 27.54
DAYS SPENT IN SR	5+	33.33	3 DAYS	34.15	3 DAYS	84.79	2 DAYS	33.82
ANGKOR PASS/TEMPLE AREA	1 DAY	72.73	3 DAYS	54.05	1 DAY	60.87	1 DAY	64.79
VISITS BESIDE TEMPLES	TONLE SAP PAGODA MUSEUMS	57.14 39.68 33.33	PUB STREET KULEN TONLE SAP MUSEUMS	55 17 11 11	PUB STREET MUSEUMS PAGODAS REMORK	64.87 33.33 26.19 16.67	CULTURAL VILLAGE, BARAY PUB STREET KULEN MUSEUMS	50.24 40.28 21.33 10.90
PURPOSE OF TRAVEL	LEISURE	98.25	LEISURE	90.32	LEISURE	100	LEISURE	85.98
HOW THEY TRAVEL	ORGANIZED TOUR, IN FAMILY, WITH TOUR GUIDE	81.82	ORGANIZED TOUR, IN FAMILY WITH TOUR GUIDE	65.85	INDEPENDENT TOUR, IN COUPLE, WITH TOUR GUIDE	54.34	INDEPENDENT TOUR, IN FAMILY	58.85
TRANSPORT	BUS 45 SEATS	61.90	CAR, TAXI, VAN	54.76	CAR, TAXI, VAN REMORK	56.52 34.78	CAR, TAXI, VAN MOTO	47.22 25.46
WHERE THEY STAY	HOTEL RESORT	80	HOTEL RESORT	78.57	HOTEL RESORT	84.78	GUEST HOUSE FAMILY OR FRIENDS	48.60 37.71
LUNCH WHILE VISITING	IN TOWN	90.77	IN TOWN	78.05	IN TOWN IN ANGKOR SITE	52.17 47.83	IN ANGKOR SITE	76.64
VISIT OF SIEM REAP	FIRST VISIT	98.41	FIRST VISIT	90.48	FIRST VISIT	95.56	REPEATERS	79.81
EXPENSES IN DOLLARS	21-40	37.22	21-40	37.22	21-40	37.22	LESS THEN 20	56.25
PRICES IN SIEM REAP	REASONABLE	72.55	REASONABLE	72.55	REASONABLE	72.55	REASONABLE	86.60
CODE OF CONDUCT	YES	67.75	YES	67.75	YES	67.75	NOT AWARE	74.21

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

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, ANA, 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 1st 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.

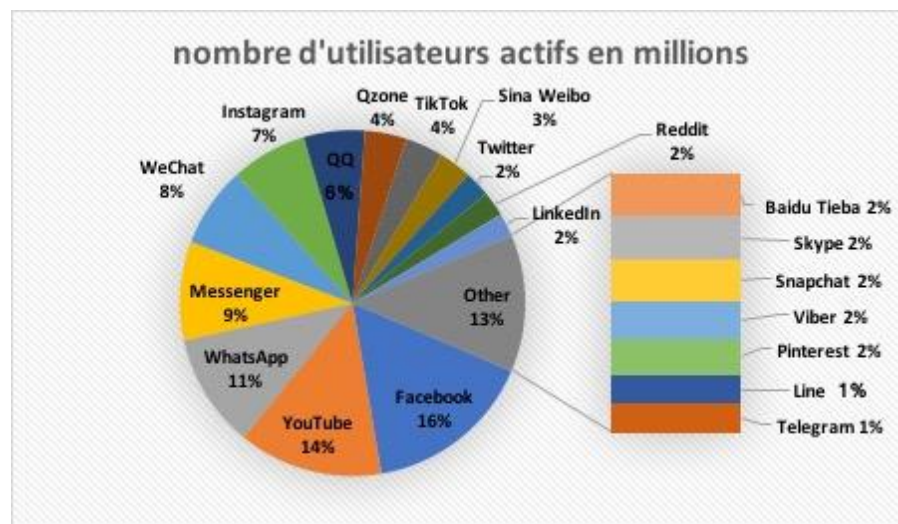


Figure 24: Repartition of social media users

- 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

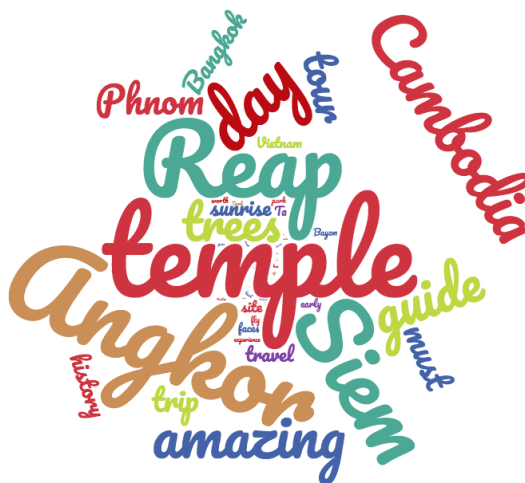


#cambodia
#siemreap and
#angkor

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 *Lonely Planet*, *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
- ⇒ *Lonely Planet*, *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

Part de marché des moteurs en France (source StatCounter, infographie WebRankInfo)

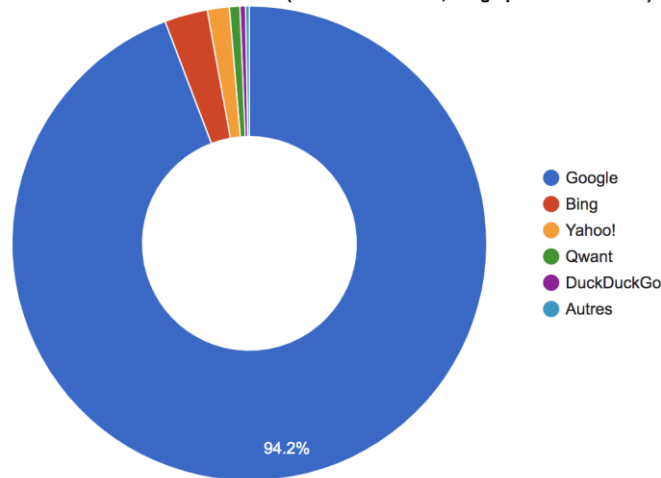


Figure 25: Repartition of search engine in France

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*, *Lonely Planet*, 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 website **Angkor.com.kh**, APSARA National Authority 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 National Authority, 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

		site internet en khmer		site internet en anglais		Facebook en khmer		facebook en anglais		instagram		youtube		twitter	
		présence	actif	présence	actif	présence	actif	présence	actif	présence	actif	présence	actif	présence	actif
APSARA National Authority	apsaraauthority.gov.kh	yes	yes	yes	no	yes	yes	no	no	no	no	yes	no	yes	no
APSARA National Authority	angkor.com.kh	no	no	yes	no	no	no	no	no	no	no	no	no	no	no
Ministry of Tourism	tourismcambodia.org	no	no	yes	yes	yes	yes	yes	yes	no	no	yes	no	yes	no
Ministry of Culture and Fine Arts	mcafa.gov.kh	yes	yes	no	no	yes	yes	no	no	no	no	no	no	no	no
Siem Reap Provincial Hall	siemreap.gov.kh	yes	no	no	no	yes	yes	no	no	no	no	no	no	no	no
Angkor Enterprise	angkorenterprise.gov.kh	no	no	yes	no	no	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"> - Online, overall positive image - Destination of culturally diverse tourism 	<ul style="list-style-type: none"> - Image conveyed – Angkor Wat - Official communication is lacking on international social media - Lack of electronic and/or mobile tourism - Lack of a national strategy to communicate with new international markets - Lack of communication regarding the Angkor Visitor Code of Conduct on MoT, AE website

V. GOVERNANCE

The inscription of the site of ANGKOR onto the World Heritage List on December 14th, 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 National Authority) 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, APSARA National Authority 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 National Authority'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 National Authority 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.

On 20 February 2020, the Royal Decree NS/RKT/0220/203 on the creation of APSARA National Authority was established conforming to the updated and relevant national frameworks. It is now under the technical tutelage of the Ministry of Culture and Fine Arts and under the financial tutelage of the Ministry of Economy and Finance, and has its board of directors.

Its statute was modified and restructured by Sub-Decree in 1999, 2004, 2008 and 2021. And, as stipulated in article 5 of Sub-Decree N° 271 of December 28, 2021, the APSARA National Authority has been restructured and reduced from 14 to 8 departments (organizational chart below). As for today there are 2,791 people work for APSARA National Authority.

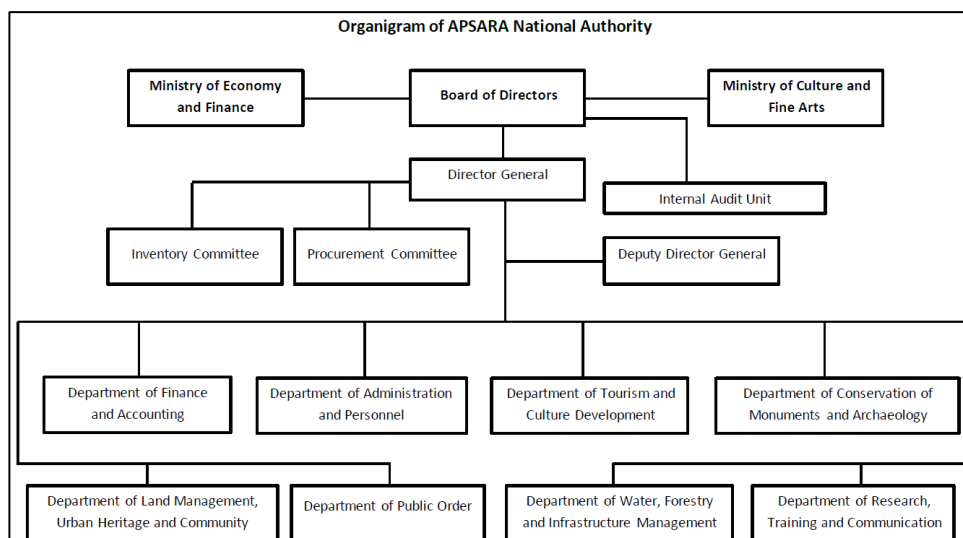


Figure 26: APSARA National Authority organigram as per 2021

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 National Authority

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

Role and mission of APSARA National Authority

- ✓ 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 National Authority and heritage – for 52%
- ✓ Language – for 43%

- MANAGEMENT AND AVISORS: 20 interviewed

Scope of APSARA National Authority

- ✓ 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 National Authority

- ✓ 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 National Authority, 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 National Authority 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 Sectors 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 SECTORS

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 National Authority, 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 National Authority. 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, Remork, 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:

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

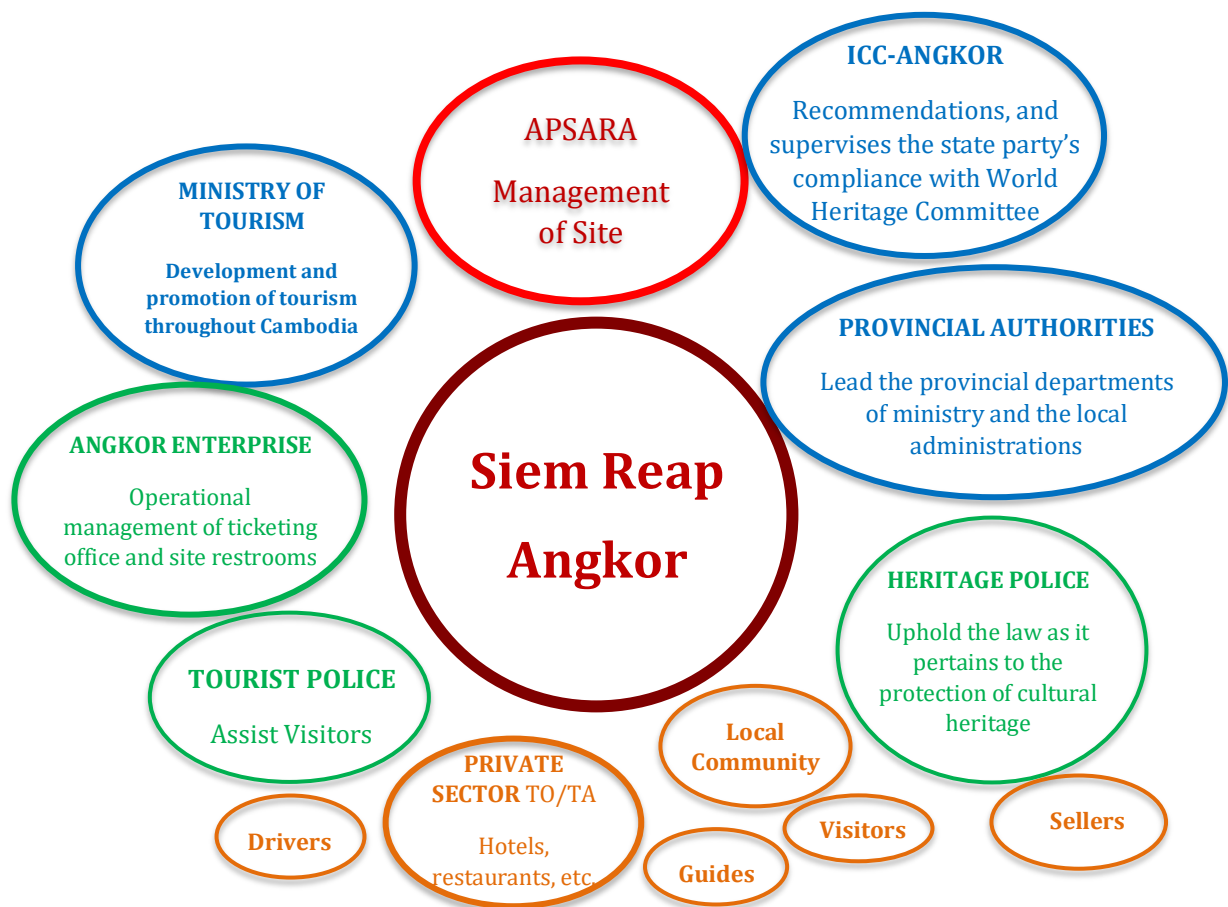


Figure 27: Consultative authorities impacting on tourism development in Siem Reap Angkor

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

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>STRENGTHS</p> <ul style="list-style-type: none"> ✓ 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... ✓ Major cultural and religious hub with Tangible and Intangible Heritage ✓ Angkor the largest World Heritage living site (401 Km²) with 113 villages, 150 inhabitants, 91 temples open to visit, hydraulic system (Baray, reservoir, ponds...), fauna and flora. ✓ APSARA National Authority, unique Institution in South East Asia in charge of Management, Conservation and Development of site with an International Committee (ICC), experts, national and international legal framework ✓ Existing tourism management and development plans, landscaped map, code of conduct for visitors, tourist's officers based in all temples to ensure visitor safety. 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ✓ Flow management: <ul style="list-style-type: none"> - Scattered data and inadequate knowledge of clientele - Insufficient Infrastructures and facilities - No direct flights = destination included in package offer - Strong Seasonality - Offers are not fully promoted, diversified and adapted to different markets - Marketing = image conveyed = Angkor Wat ✓ Environment <ul style="list-style-type: none"> - Sellers, traffic, congestion, pollution, lack of efficient trash management = impact on cultural heritage - Pressure on resources ✓ Governance: <ul style="list-style-type: none"> - Limited collaboration and consultation within stakeholders - Communication, education, and promotion of the values of Angkor is not sufficient - Tourism Human Resource Development (building capacity) - Economy overdependent on tourism, limited benefits from tourism growth for local people - Increase in illegal construction
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ✓ Strong involvement of private sector to diversify the products through tangible and intangible heritage to attract more visitors and extend the length of stay. 	<p>THREATS</p> <ul style="list-style-type: none"> ✓ Difficulty in enforcing existing laws (illegal construction). ✓ 1 tourist destination with many parties involved but lack of communication and cooperation.

<ul style="list-style-type: none"> ✓ National Policy and Strategy: develop Siem Reap as cultural and natural destination. ✓ Inter-ministries Committee for Tourism Development Plan in Siem Reap. ✓ APSARA National Authority, one of conditions to inscribe Angkor on the World Heritage List in 1992. ✓ 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. ✓ High demand because of the popularity of the destination and its tangible heritage which help overcoming poverty and increasing the GDP. 	<ul style="list-style-type: none"> ✓ No use of online ticketing to allow a better flow management, an access to real time visitor data and diversification of circuit. ✓ Non-harmonious constructions that impact the cachet of old town. ✓ Inexistent notion of general interest. ✓ Inadequate understanding of heritage management.
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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

N	Participants	Number	Date	Location
1	ANA (Advisors, consultants, Director of Dpt., Deputy Director of Dpt., officials and staffs)	58	16 September 2019 17 September 2019 18 September 2019	ANA office
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	
Total		309	16 (sessions)	

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?
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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 National Authority'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 Angkor site 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:

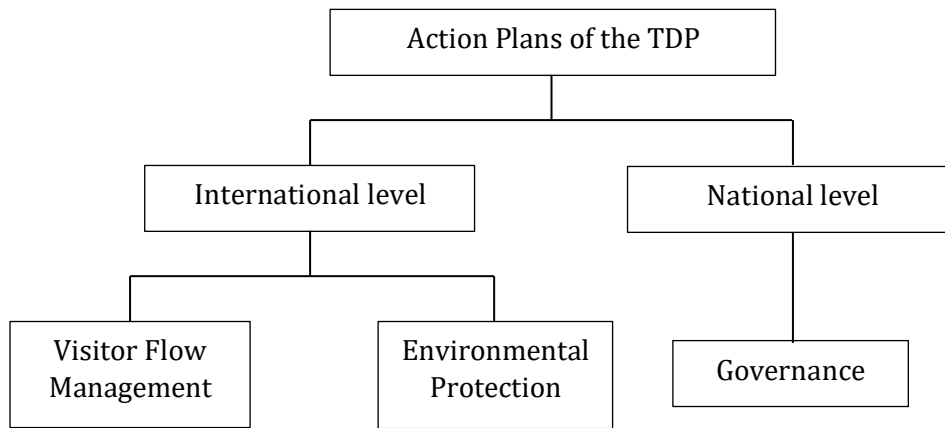
3 main Action Plans on both national and international levels and 11 actions determined taking in consideration the results of the sharing and discussion with stakeholders as well as the current organization chart of APSARA National Authority. Actions proposed need to be developed in Action Sheet in order to be operational, and implemented first in Angkor. 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 Angkor
- => Study to review Norms for constructions
- => Elaborate Master Plan with operational guideline of infrastructures for Angkor

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

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

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

- => Promote values of the destination through events and the setting up of regulations of visit
- => 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 Pilot Project: Mobile Application
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. Pilot Project: Signage in Angkor Thom 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... Pilot Project: Welcome center near Ticket Booth
3	Study new ticket policy and carrying capacity		1- Ticket options for international visitors 2- Implementation of Carrying capacity

			Pilot Project: 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 and the sitting up of regulation of visits 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) Pilot Project: 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) Pilot Project: 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 Angkor
- => Ban the buses more than 24 seats in ANGKOR site

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

			<p>2- Plastic Ban</p> <p>Pilot Project: Ban of Plastic Bottles with ANA's staff and ban of single plastic use in Banteay Srei temple.</p> <p>3- Green Label</p> <p>Pilot Project: Run Ta Ek</p>
2	Encourage and develop green transports / shuttle / public transport	<p>1- Ban the buses more than 24 seats in Angkor site</p> <p>Pilot Project: Ban the buses more than 24 seats in Angkor Thom and putting in place shuttle.</p>	<p>1- Elaborate and implement master plan of transportation of Angkor</p> <p>Pilot Project: Shuttle from Angkor Wat Parking to Angkor Thom or from Phnom Bakheng Parking to Angkor Thom</p>

III. Action Plan 3: Enhance good governance

III.1. Action 9: Building capacity

- => Elaborate training program for APSARA National Authority staffs
- => Refreshment course for staffs in tourism field
- => Community and Youth training
- => Training Courses for Khmer speaking tour guides and specific tour guides for Angkor site

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

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

III.3. Action 11: Update the TDP for ANGKOR heritage site

- => Review the TDP for ANGKOR by following the ICC Recommendations

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 National Authority staffs	1- Refreshment course for staffs in tourism field (Priority) Pilot Project: Tour Guide Refreshment and CBET in Banteay Srei (GIZ program). 2- Community and Youth training 3- Training Courses for Khmer speaking tour guides and specific tour guides for Angkor site
2	Encourage discussion and participation to implement actions	1- Communicate role and mission of APSARA National Authority 2- Enhance discussion platform (Priority) Pilot Project: Tonle Sap to improve tourism activities	
3	Update the TDP for ANGKOR heritage site	1- Review the TDP for ANGKOR according to the ICC and MoC recommendations.	

Conclusion

Tourism Development Plan (TDP) has to be inserted within a global view of development with its specific cultural heritage values. 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 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.



The “Tourism Development Plan” has been drafted for the whole destination Siem Reap-Angkor as mentioned in the first part of this plan explaining the process of its elaboration (research, diagnosis SWOT analysis, etc.).

However, the "Master Plan of Tourism Development for Siem Reap 2021-2035" prepared by the Ministry of Tourism, approved by the Royal Government in March 2021, defines the management system of "Siem Reap-Angkor tourist destination" through the DMO (Destination Management Organization) mechanism. It is supported by six sub-DMOs in order to enhance the efficiency and quality of management and sustainable development of the destination. This master plan recommended the setting up of six priorities tourist zones led by Sub-DMOs as per following:

1. Zone of Jayavarman-Norodom “Phnom Kulen” National Park (Sub-DMO: Ministry of Environment)
2. Zone of Banteay Srei protected area’s surroundings (Sub-DOM: Committee of tourism development in Siem Reap)
3. Zone of Angkor Heritage Site (Sub-DOM: APSARA National Authority)
4. Zone of Siem Reap city (Sub-DOM: Committee of tourism development in Siem Reap)
5. Zone of Tonlé Sap Lake area (Sub-DOM: Angkor Enterprise)
6. Zone of New Siem Reap (Sub-DOM: Ministry of Tourism).

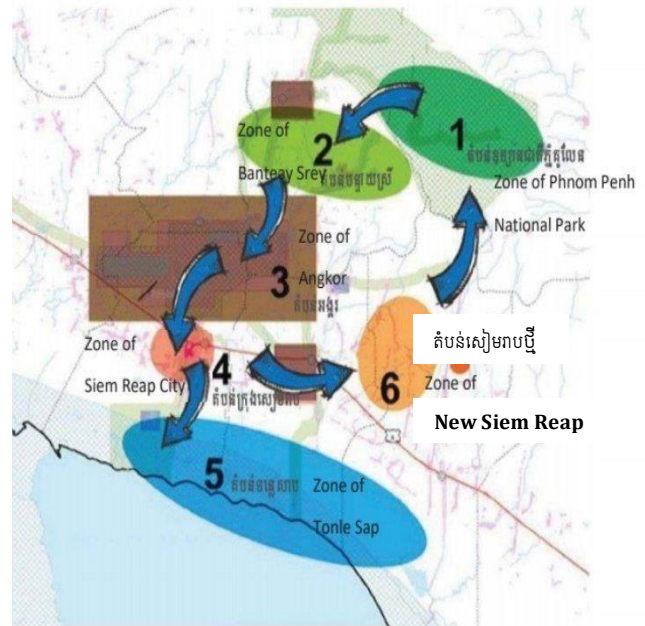


Figure 28: 6 priority tourist destinations

In accordance with the national policy and as mentioned in MoT Master plan, APSARA National Authority had been assigned as the Sub-DMO in charge of the management and development of **Angkor the World Heritage Site**. Consequently, all the projects of the actions detailed in the Action Sheets section of the Tourism Development Plan for Siem Reap-Angkor and prepared by the APSARA National Authority, have been reviewed in order to focus only on the sustainable development and promotion of the value of Angkor the World Heritage site and not anymore Siem Reap-Angkor.

F- ACTION SHEETS

- Condition sine qua non
- Human Resource
- Budget
- Strong Collaboration

VISITOR FLOW MANAGEMENT: ENHANCE VISITOR STUDY

Context:

Strategy: Develop Angkor site 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 Angkor site that will require training the team in charge (Languages, calculation of sample, statistic, analysis, benchmark of International Observatory Unit, and behavior...)

Responsible Person of the Action, in ANA: H.E. Mr. LONG Kosal

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p>Elaborate and apply a common methodology for counting, survey and tracking</p> <p>Short term</p> <p><i>a- Create a team work</i></p> <p>Member: (Circuit + Observation team, Angkor Enterprise, IT team, Statistics team, Tourist agent ...)</p> <p>Mission of team:</p> <ul style="list-style-type: none"> - Assess methodologies used - Determine data needed - Compose a guideline to apply a common methodology for counting, survey and tracking. 	Jan-Feb 2023	Dpt. of Tourism and Culture Development	Circuit team (Mrs. VEASNA Makara)	<ul style="list-style-type: none"> - Concerned Public Institutions - Private Sectors - Guides - ANA Advisors/Consultants - ICC Experts 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>b- Working session with all concerned people to:</p> <ul style="list-style-type: none"> - Check their existing methodology for survey, counting and tracking. - Evaluate and study each methodology to highlight its strength and weakness. Submit to the DDG to get his feedback. <p>c- Determine data needed based on discussion:</p> <ul style="list-style-type: none"> - Survey: feedback, personal information (country, length of stay, traveling alone or in group, expenses during stay, and transportation) - Recommendation after having the discussion - Tracking: visitor's behavior, gender, age, nationality... - Recommendation after having the discussion - Counting: number of visitors... - Recommendation after having the discussion. <p>d- Compose "methodologies' guideline book of survey, counting and tracking" by:</p> <ul style="list-style-type: none"> - Definition and advantages of the methodologies - Procedures of each methodology - Determining who to response for each methodology - Setting up timetable for those methodologies in a specific time. <ul style="list-style-type: none"> • Survey: topic, sample, questionnaire forms, location, interview, data collection, analyzing and reporting. • Counting: topic, sample, location, counting forms, working on site, data collection, analyzing, reporting. • Tracking: topic, sample, tracking form, location, work on site, collecting data, analyses and reporting. <p>e- Seek the approval from DG and ICC.</p> <p>f- Implementing, Monitoring and Evaluation.</p>	<p>Mar-Jun 2023</p> <p>Jul-Sep 2023</p> <p>Oct 2023 to Jan 2024</p> <p>Feb 2024</p> <p>2024 Ongoing</p>				

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
2	<p>Fix data needed from ticketing <i>Short term</i></p> <p>a- Working group in ANA (Statistic Team, IT Team, Circuit Team, Observation Team, ...) to:</p> <ul style="list-style-type: none"> - Review data collected from ticketing - Discuss data needed <p>b- Elaborate and propose tourist profile from ticketing</p> <p>c- Study the possibility of creating a new software management system to share the same tourist data from ticketing with stakeholders.</p> <p>d- Discuss with Angkor Enterprise to:</p> <ul style="list-style-type: none"> - Get a better knowledge about tourists' data collection from ticketing and AE methodology - Share tourists' data needed from ticketing and discuss the possible data collection methodologies (in ticket counters and online). - Present the process of software system and get comments - Discuss on above topics to get common ideas of (1) tourists' data needed from ticketing (2) data collection methodologies and (3) creating a new software system. <p>e- Sumit to the DG to get approval of the:</p> <ul style="list-style-type: none"> - Proposal of tourist profile from ticketing - Proposal of a new software management system. <p>f- Review according to the recommendations (If needed)</p> <p>g- Meet and share the approved proposals with AE</p> <p>h- Cooperate with AE to set up the implementation plan</p> <p>i- Set up a new software system</p> <p>j- Implementation: Start the implementation to collect data from ticketing and to process the new software system</p> <p>k- Monitoring and Evaluation</p>	<p>Jul 2022</p> <p>Aug 2022</p> <p>Sep-Oct 2022</p> <p>Oct-Nov 2022</p> <p>Dec 2022 to Jan 2023</p> <p>Feb-Mar 2023</p> <p>Apr 2023</p> <p>May-Sep 2023</p> <p>Jul-Dec 2023</p> <p>2024 ongoing</p> <p>2024 ongoing</p>	<p>Dpt. of Tourism and Culture Development</p>	<p>Statistic Team (Mr. DEP Sothon)</p>	<p>- Dpt. of Prov. Tourism</p> <p>- ANA Advisors/Consultants</p> <p>- Angkor Enterprise</p>	<p>TBC</p>

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
3	<p>Get accurate data of national visitors coming to Angkor (Link with Action 3, Task 2) Medium term a- Create a team work in ANA (Statistic team, Circuit team, and Observation team) Missions of team:</p> <ul style="list-style-type: none"> - Working sessions with all concerned parties about the national visitor profile - Determine data needed from national visitors - Study the possible methodology in order to get accurate data of national visitors: creating a mobile application. <p>b- Working sessions with concerned parties about existing data on national visitors to:</p> <ul style="list-style-type: none"> - Consult about the strategy to get accurate information on national visitor's profile - Study about national visitor's demands in order to manage visitor's flow, duration of visit, and carrying capacity of the temples. <p>c- Determine needed data from national visitors:</p> <ul style="list-style-type: none"> - Provenance, type of tourism, duration of stay, transportation, accommodation, gender, age, and contact etc. <p>d- Elaborate the method to get accurate national visitor's data by creating a Mobile Application:</p> <ul style="list-style-type: none"> - Discuss with IT about the process of creation of the mobile application on how to technically receive the data and on how to store the collected data - Drafting a project proposal on the creation of the mobile application. <p>e- Submit to the DG to get approval and recommendations on the contents and the operation of the mobile application.</p>	<p>Apr 2022</p> <p>Apr-Sep 2022</p> <p>Aug-Sep 2022</p> <p>Oct 2022 to Feb 2023</p> <p>Mar-Aug 2023</p>	<p>Dpt. of Tourism and Culture Development</p>	<p>TDP Team (Mr. SOK Try)</p>	<ul style="list-style-type: none"> - Ministry of Tourism - AE - Concerned Public Institutions - Private Sectors - ANA Advisors/ Consultants - ICC Experts 	<p>TBC</p>

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<i>f- Make adjustments according to the comments of the DG and start the process of creating the Application.</i>	Jun-Dec 2023				
	<i>g- Create a technical team in order to manage properly the usages of the Application and to update regularly the contents contained.</i>	Oct-Dec 2023				
	<i>h- Submit to the ICC to get approval and recommendations on the contents and the operation of the mobile application.</i>	Jan-Feb 2024				
	<i>i- Organize a communication campaign through</i> official websites of ANA, social media, and workshop... <ul style="list-style-type: none"> - Organize the training program for ANA staff - Organize the training program for concerned parties: TO/TA, tour guide association, accommodation, etc. - Announce to the public. 	2024 Ongoing				
	<i>j- Launch the Mobile Application temporarily to evaluate its effectiveness, assess the issues and fix them.</i>	2025-2026				
	<i>k- Launch officially the final product of Mobile Application.</i>	2027 Ongoing				
Total Estimated Budget: TBC Indicators: <ul style="list-style-type: none"> - A common methodology with operational guideline elaborated - Number of surveys done per year - Number of National visitors counted 						

VISITOR FLOW MANAGEMENT: IMPROVE AND DEVELOP INFRASTRUCTURE AND FACILITIES


Context:

Strategy: Develop Angkor site 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 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 ANA: H.E. Mr. YIT Chandaroat and H.E. Mr. LONG Kosal

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p>Create mechanism for maintenance of existing infrastructures and facilities</p> <p>Short term</p> <p><i>a- Organize a technical working group including:</i> Dpt. of Water, Forestry and Infrastructure Management in collaboration with Dpt. of Tourism and Culture Development such as TSC Team, Technical staff, Professional Engineers, Workers...).</p> <p>Mission: Monitor, check, and repair on a regular basis all existing infrastructure and facilities.</p> <p><i>b- Study and prepare documents</i> (decisions or orders) to determine the roles and responsibilities within the framework of the Angkor zone.</p>	<p>Oct-Dec 2023</p> <p>Jan-Apr 2024</p>	<ul style="list-style-type: none"> - Dpt. of Water, Forestry and Infrastructure Management - Dpt. of Tourism and Culture Development 		<ul style="list-style-type: none"> - ANA Advisors/ Consultants - Dpt. of Public Order - Dpt. of Conservation of Monuments and Archaeology 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p><i>c- Submit to DG to review and approve:</i> the draft document defining roles and responsibilities.</p> <p><i>d- Start the training course for officers, staff, and workers before performing work.</i></p> <p><i>e- Raise the budget for requiring:</i> technical equipment, safety equipment, machinery ... to serve the maintenance of infrastructure and facilities.</p> <p><i>f- Implementation, monitoring, and evaluation.</i></p>	<p>May-Jun 2024</p> <p>Jul-Sep 2024</p> <p>2024</p> <p>2024 Ongoing</p>				
2	<p><u>Develop and diversify circuits*</u> (New tourism products: Religious/ Meditation, sport/ bicycle, events + Proposal of Touristic package with attracting price.)</p> <p>Long Term</p> <p>a- Study about Tourism trends and the needs of tourists (Using Claudia G. Green, Ph.D., RD, Associate Professor of Management, Director of Hospitality and Tourism Management Program (HTM), Fulbright Specialist Cambodia (2017) survey analysis and results done in 2017-2018).</p> <p>b- Based on the survey results in the preview step, determine the concepts of circuit design:</p> <ol style="list-style-type: none"> 1. Internal circuits 2. External Circuits / Combined Circuits (designing package tours including less visited temples and areas and proposing attractive prices) 3. Thematical Circuits (Religion, Sports, Cycling, and assist to the project including AR/VR ...) 		Dpt. of Tourism and Culture Development	Mr. TES Sothy (Circuit team)	<ul style="list-style-type: none"> - Private - Local Authorities - DCMA - NGOs - Experts 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>c- Define the vision and prioritize the circuit project to develop and implement in the Angkor site according to the following steps:</p> <ul style="list-style-type: none"> - The most visited temples (Top 10) - Petit Circuit - Grand Circuit - Roluos Group - Other Temples ... <p>d- Study and implement a pilot project: Bayon Temple Circuit</p> <p>e- Study to propose other concepts for new circuit</p> <ul style="list-style-type: none"> - Neak Poan Temple - Phnom Krom - Chao Say Tevoda Temple - Thommanon Temple - Cycling circuit from Takeo temple to North Baray - Cycling and pedestrian circuit on the walls of Angkor Thom to Top West Temple. <p>f- Submit to the DG: to get approval and recommendations, hold meetings and consultation with stakeholders of both public and private sectors and submit to the ICC.</p> <p>g- Launch the new circuits already evaluated: Setting up the infrastructure, training, communication, and monitoring to evaluate the efficiency of the circuits. Update other circuits according to the needs.</p> <ul style="list-style-type: none"> - Study and prepare the new circuits: (step 2 in 2022) <p><u>Internal Circuits:</u></p> <ul style="list-style-type: none"> • Angkor Wat Temple • Ta Prohm Temple • Update Banteay Srei Temple circuit • Preah Khan Temple 	<p>2019-2021 Ongoing</p> <p>Nov 2020</p> <p>Apr-Dec 2022</p> <p>Jan-Aug 2022</p>				

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>➤ External Circuits: Update the circuit in Angkor Thom (Bayon, Preah Ang Ngok, Baphuon, Royal Palace, Phimeanakas, Terrace of Elephants, Terrace of Leper King, Tep Pranom and Preah Pithu Temples).</p> <p>- Submit to the DG to get approval and recommendations, hold meetings and consultation with stakeholders of both public and private sectors, and submit to the ICC.</p> <p>h- Launch the new circuits already evaluated: Setting up the infrastructure, training, communication, and monitoring to evaluate the efficiency of the circuits. Update other circuits according to the needs.</p> <p>- Study and prepare the new circuits in Petit Circuit:</p> <ul style="list-style-type: none"> • Takeo Temple • Kravan Temple • Ta Nei Temple • Banteay Kdei Temple. <p>➤ External and thematical circuits:</p> <ul style="list-style-type: none"> • Phnom Bakheng Temple (Update sunset and sunrise circuit) • South Gate of Angkor Thom (Sunset and sunrise circuit) • Western Baray (Sunset and sunrise circuit) • Update cycling and pedestrian Circuit: Srah Srang, Bat Chum, and Rohal Village. (This circuit has already been presented to the ICC) + Sunset Sunrise at Srah Srang) • Hospitals of Jayavarman VII. <p>- Submit to the DG: to get approval and recommendations</p> <ul style="list-style-type: none"> • Hold meetings and consultations with stakeholders of both public and private sectors and submit to the ICC. <p>i- Launch the new circuits already evaluated: Setting up the infrastructure, training, communication, and monitoring to</p>	<p>Sep-Dec 2022</p> <p>Jan-Jun 2023</p> <p>Jan-Mar 2023</p> <p>Apr-Jun 2023</p> <p>Jul-Dec 2023</p>				

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>evaluate the efficiency of the circuits. Update other circuits according to the needs.</p> <ul style="list-style-type: none"> - Study and prepare the new circuits: (Beng Mealea, Lolei, Preah Ko and Bakong Temples). <p>➤ External Circuits / Combined Circuits: Connect 4 temples (Roluos): Lo lei, Preah Ko, Bakong, Prei Monti and surrounding areas.</p> <ul style="list-style-type: none"> - Submit to the DG to get approval and recommendations, hold meetings and consultation with stakeholders of both public and private sectors, and submit to the ICC. <p>j- Launch the new circuits already evaluated: Setting up the infrastructure, training, communication, and monitoring to evaluate the efficiency of the circuits. Update other circuits according to the needs.</p> <ul style="list-style-type: none"> - Study and prepare the new circuits in Grand Circuits: (Banteay Prei, Prei, Krol Ko, Ta Som, East Mebon and Pre Rup Temples). - Submit to the DG to get approval and recommendations, hold meetings and consultation with stakeholders of both public and private sectors, and submit to the ICC. <p>k- Launch the new circuits already evaluated: Setting up the infrastructure, training, communication, and monitoring to evaluate the efficiency of the circuits. Update other circuits according to the needs.</p> <ul style="list-style-type: none"> - Study and prepare the new circuits: (Phnom Bok, Banteay Samre, Banteay Thom and Chau Srei Vibol temples). <p>➤ External Circuits / Combined Circuits:</p> <ul style="list-style-type: none"> • Circuit of the temples built on natural mountains during the reign of King Yasovarman II. 	<p>Jul-Sep 2023</p> <p>Oct-Dec 2023</p> <p>Jan-Jun 2024</p> <p>Jan-Mar 2024</p> <p>Apr-Jun 2024</p> <p>Jul-Dec 2024</p> <p>Jul-Sep 2024</p> <p>Oct-Dec 2024</p>				

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> - Submit to the DG to get approval and recommendations, hold meetings and consultations with stakeholders in both the public and private sectors, and submit to the ICC. l- Launch the new circuits which already evaluated: set up the infrastructure, training, communication, monitoring and evaluate the efficiency of the circuit. Update other circuits according to the needs. - Study the circuit connecting Archaeological Sites inscribed on the World Heritage List (Siem Reap, Preah Vihear and Kampong Thom provinces). m- Submit to the DG to get approval and recommendations, hold meetings and consultations with stakeholders in both the public and private sectors, and submit to the ICC. n- Launch the new circuits which already evaluated: set up the infrastructure, training, communicated, monitoring, evaluate the efficiency of the circuit. Up-to-date other circuits according to the needs. o- Study and prepare the new thematical and combined circuits, Monitor and evaluate circuits already implemented and update according to the needs. 	<p>Jan-Jun 2025</p> <p>Jan-Mar 2025</p> <p>Apr-Jun 2025</p> <p>Jul-Dec 2025</p> <p>2026 Ongoing</p>				
3	<p>Fix standard to improve signage in Angkor</p> <p>Medium term</p> <p>a- Create a technical working group, which consists of: (TSC team, Circuit and Observation team, Dpt. of Water, Forests and Infrastructure Management).</p> <p>Missions:</p> <ul style="list-style-type: none"> - Collect existing data of the signage - Study and determine technical standards for each type of signage 	May 2022	Dpt. of Tourism and Culture Development	TSC team (Mr. TES Sothy)	<ul style="list-style-type: none"> - Dpt. of Water, Forestry and Infrastructure Management - Dpt. of Land Management, 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> - Create a graphic charter to restrict the design for all types of signage in the Angkor site - Set up the new signage at the temples according to the priority classification Collect existing data and consultation. <p>b- Conduct a survey of the existing signage in the Angkor site: Preparation before conducting the survey:</p> <ul style="list-style-type: none"> - Create the survey form (types of signage, number, location, size, composition, condition, pictures...) - Nominate the people to do the survey, create a schedule, and prepare the necessary equipment - Before starting the survey, get an official letter from ANA must be requested. - Verify the data after entering the information into the computer. <p>c- Hold meetings with stakeholders to collect inputs for all types of labels to use as a basis for preparing of guideline book.</p> <p>d- Define the technical standard of each type of signage such as: direction, information, regulation, nameplate, prohibition, flora and fauna nameplate, traffic and other signs on:</p> <ul style="list-style-type: none"> - Sign board: color, measurement, font size, font color, font design, language, thickness - Stand: color, height, size, design - Composition: wood, metal - Content - Logo... <p>e- Prepare a plan of guideline Book to submit for evaluation and approval from the management of ANA and ICC Angkor.</p> <p>f- Compose a graphic charter to restrict the design for all types of signage in the Angkor site.</p>	<p>Jun-Aug 2022</p> <p>Sep-Dec 2022</p> <p>Jan-Mar 2023</p> <p>Apr-Jun 2023</p> <p>Jun-Nov 2023</p>			<p>Urban Heritage and Community</p> <ul style="list-style-type: none"> - ICC - Concerned Dpt. of ANA - ANA Advisors/Consultants 	

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>g- Submit to the DG and ICC to get approval and recommendations on the graphic charter ⇒ Pilot project: signage in Angkor Thom</p> <p>h- Establish a management system with information on the location, number, and type... of all the signs in each temple, starting to enter data from the signs in the Angkor Thom.</p> <ul style="list-style-type: none"> - Regularly update the data in the mentioned management system of logo in the Angkor site. <p>i- Implement the new set of signs in accordance with the instructions of the graphic charter by:</p> <ul style="list-style-type: none"> - Identify priority areas or temples for the implementation - Harmonize the implementation in accordance with the budget plan. <p>Implementation plan:</p> <p>Step 1</p> <ul style="list-style-type: none"> - Study and put signage at the main temples (Top10 Visited temples) in the Angkor site - Input the data on the management system <p>Step 2</p> <ul style="list-style-type: none"> - Study and put signage at the temple and streets of the Petit and grand circuit - Input the data on the management system <p>Step 3</p> <ul style="list-style-type: none"> - Study and put signage at Banteay Srei temple and Rolous group - Input the data on the management system <p>Step 4</p> <ul style="list-style-type: none"> - Other temples or sites <p>j- Monitoring and evaluation</p>	<p>Dec 2023</p> <p>Jan-Jun 2024</p> <p>Jul-Dec 2024</p> <p>Jan-May 2025</p> <p>Jun 2025 to Jun 2026</p> <p>Jul 2026 to Jul 2027</p> <p>Aug 2027 to Aug 2028</p> <p>2029 Ongoing</p> <p>2029 Ongoing</p>				

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
4	<p>Study to review Norms for constructions <i>(Link with Action 9, task 1)</i> Medium term</p> <p>a- Create a technical team including staff working in Dpt. of Land Management, Urban Heritage and Community Member: (Architect, Engineer, Designer, and IT team...) Mission:</p> <ul style="list-style-type: none"> - Prepare the documents for the "Guideline book of every construction in Angkor site". - Review procedures to facilitate the construction application process in the Angkor site. <p>b- Group discussion with all the members to:</p> <ul style="list-style-type: none"> - Examine the construction procedures that have been carried out and are still in the process. - Examine the documents showing the architecture of the building submitted to the people for selection. - Evaluate strengths and weaknesses. - Study the missing part that needs to be filled <p>c- Compose " the guideline book for construction in the Angkor site" including instructions such as:</p> <ul style="list-style-type: none"> - Construction Application Form - Architectural model - Construction components - Size (Depending on the number of family members) - Design plan: construction site, yard, green landscape... - Annex construction (kitchen, toilet, balcony...) <p>d- Study the preparation of procedures to facilitate the process of requesting construction in the Angkor site by examining on:</p> <ul style="list-style-type: none"> - Study and create an online construction application form. 	<p>Oct-Nov 2023</p> <p>Dec 2023 to Mar 2024</p> <p>Apr-Sep 2024</p> <p>Oct-Dec 2024</p>	<p>Dpt. of Land Management, Urban Heritage and Community</p>	<p>H.E. Mr. YIT Chandaroat</p>	<ul style="list-style-type: none"> - Dpt. of Public Order - Dpt. of Conservation of Monuments and Archaeology - Dpt. of Research, Training and Communication - Concerned Dpt. in ANA - Local Authorities - Experts in Urbanism - ANA Advisors/ Consultants 	<p>TBC</p>

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> - Study the possibility of other procedures of construction requests. e- Sharing and consultation session with stakeholders and our DG to improve: <ul style="list-style-type: none"> - Guideline book for construction in Angkor. - Procedures to facilitate the construction application process in the Angkor site. f- Seek approval from the DG/ICC on: <ul style="list-style-type: none"> - Guideline book for construction in Angkor. - Procedures to facilitate the construction application process in the Angkor site. g- Disseminate widely (through workshops, local meetings, on social media ...) to: <ul style="list-style-type: none"> - Concerned department - Local authorities - Relevant units - People. h- Implementation monitoring, and evaluation 	<p>Jan-Mar 2025</p> <p>Apr-Jun 2025</p> <p>Jul-Dec 2025</p> <p>2026 Ongoing</p>				
5	<p>Elaborate Master Plan with operational guideline of infrastructures for Angkor (Link with Action 5, task 2 and Action 7, task 1)</p> <p>Long term</p> <p>a- Create a technical working group with ANA members:</p> <ul style="list-style-type: none"> - Dpt. of Water, Forestry and Infrastructure Management - Dpt. of Tourism and Culture Management - Dpt. of Research, Training and Communication - Dpt. of Conservation of Monuments and Archaeology - Dpt. of Land Management, Urban Heritage and Community 	Jan-Mar 2025	Dpt. of Water, Forestry and Infrastructure Management		<ul style="list-style-type: none"> - Dpt. of Tourism and Culture Development - Dpt. of Research, Training and Communication 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>Missions:</p> <ul style="list-style-type: none"> - Elaborate a master plan of infrastructure in the Angkor site (location, guidelines on the organization and implementation of maintenance management...) - Recording every location of infrastructure's information into the offline Application. <p>b- Elaborate on a master plan of infrastructure in the Angkor site such as: welcome Centre, Parvis, Information booth, roads, parking, sellers, toilet, smoking area, rest areas, signs, and other...</p> <ul style="list-style-type: none"> - Collecting all the infrastructure's data: <ul style="list-style-type: none"> • Questionnaire preparation (location, situation, size, service of infrastructure ...) • Preparation before beginning: Determine the number of people, schedule and material to be used. • Request a letter of order from the ANA to implement. • Start working on every site. - Data collection and analysis: Gather all the data needed and start the analysis. - Evaluation: based on the results of analysis and other research (how to organize the process ...) - Elaborate a master plan for infrastructure in the Angkor site: <ul style="list-style-type: none"> • Location (study circuit based on Grand et Petit circuits, group of temples, and each temple ...) • Guidelines for the organization and operation • Management and Maintenance work ... <p>c- Consultation with stakeholders about the organizing of a master plan of infrastructure in the Angkor site and reviewing if necessary (Within ANA, Private Sectors) ⇒ Pilot project: Setting up the Angkor Welcome Center</p>	<p>Apr-Jun 2025</p> <p>Jul-Dec 2025</p> <p>Jan-Mar 2026</p> <p>Apr-Dec 2026</p> <p>Jan-Jun 2027</p> <p>Jul-Sep 2027</p>			<ul style="list-style-type: none"> - Dpt. of Conservation of Monuments and Archaeology - Dpt. of Land Management, Urban Heritage and Community - Private Sectors - AE (Toilets, check points) - ANA Advisors/ Consultants - ICC Experts 	

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>d- Submit to the DG and ICC Angkor to get approval on the Master plan of infrastructure in Angkor site.</p> <p>e- Review according to the recommendation.</p> <p>f- Announcement of the implementation of the master plan of infrastructure in Angkor site.</p> <p>g- Study about the possibility of entering that information into the offline Application that could show:</p> <ul style="list-style-type: none"> - All infrastructure and facilities - the location of Attractive Activities - Other media campaigns ... <p>h- Monitoring and Evaluation.</p>	<p>Oct-Dec 2027</p> <p>Jan-Mar 2028</p> <p>2028 Ongoing</p> <p>2028</p> <p>2028</p>				
<p>Total Estimated Budget: TBC</p> <p>Indicator</p> <ul style="list-style-type: none"> - Master plan on infrastructure in Siem Reap-Angkor elaborated - Welcome center near ticket done - Number of request submitted for construction and/or reparation/restoration and number of constructions following the guideline 						

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

Context:

Strategy: Develop Angkor site 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 ANA: H.E. Mr. LONG Kosal

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p>Ticket option for international visitors Medium term a- Create a technical team with the participation of: (Statistics Team, IT team, and Circuit / Observation team). Missions: - Study to propose flexible ticket types - Study more about the method to place the current ticket options. b- Benchmark the tickets sales policy that is being implemented in the other countries (Do research through the internet): - Sales method (Online...?) - Ticket type - Price</p>	<p>Jan-Feb 2024</p> <p>Mar-Jun 2024</p>	<p>Dpt. of Tourism and Culture Development</p>	<p>Mr. SENG Sotheara (Coordinator: Mrs. YORN Pisey)</p>	<p>- AE - MoT - Private Sectors - Experts - ANA Advisors/Consultants - ICC Experts</p>	<p>TBC</p>

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>- Condition of purchase and use...</p> <p>c- Analyze the data received and consult on the methods of ticket sales and the types of tickets being implemented.</p> <p>d- Study more detail on the new type of tickets to seek approval:</p> <ul style="list-style-type: none"> - The ticket with extra activities or another interesting center - special tariff for groups of tourists (Expat, family, students, seniors) - Special offer for TO/TA - the ticket price of small temples.... <p>e- Discuss and work with the technical team (Angkor Enterprise) to get feedback or idea on proposals for new options.</p> <p>f- Prepare a draft request for the new ticket types to the DG of ANA for review and approval</p> <p>g- Submit to the Board of AE of the new selection ticket types for approval</p> <p>h- Develop a strategy for wide advertising of the new ticket types in advance (6 months or 1 year) to:</p> <ul style="list-style-type: none"> - TO/TA and the Private Sectors - Official websites of relevant institutions <p>i- Implementation, monitoring, and evaluation.</p>	<p>Jul-Dec 2024</p> <p>Jan-Mar 2025</p> <p>Apr-Jun 2025</p> <p>Jul-Dec 2025</p> <p>2026</p> <p>2027 Ongoing</p>				
2	<p>Implementation of Carrying capacity</p> <p>Long term</p> <p>a- Create teamwork from:</p> <ul style="list-style-type: none"> - Dpt. of Conservation, Monuments and Archaeology (DCMA team) - Heritage expert, Tourism expert, Architecture, Engineer, and Archaeology 	Jan-Mar 2024	Dpt. of Tourism and Culture Development	Mr. YOU Chantha	- Dpt. of Conservation of Monuments and Archaeology	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>Missions:</p> <ul style="list-style-type: none"> - Determine the temple or specific location in risk and in needs of carrying capacity study. - Study the risk map of the temple or particular areas. - Review and propose the methodology to determine the number of visitors allowed to avoid putting temple or specific area at risk. <p>b- Working session with teamwork to:</p> <ul style="list-style-type: none"> - Elaborate the method of temple evaluation. - Preparing the temple's priority sheet that has to determine the number of visitors based on: popular temples, temples in grand/Petit tour, Roluos group temples... <p>c- Risk map's study: Analyzing and evaluating the information of:</p> <ul style="list-style-type: none"> - The impact of temples or in particular places that focus on (the number of tourists, space and weight study, visitor's behavior and peak hours,). <p>d- Benchmark the methodologies of limiting tourist numbers that are used from other heritage sites around the world.</p> <p>e- Select one of the suitable methodologies to apply/ implement in the Angkor site.</p> <p>f- Propose some solutions:</p> <ul style="list-style-type: none"> - Rule and regulations, - Circuit preparation, - Booking visit ticket online with the time of visiting, - Limit the number of visitors (in groups/ by time/ possibility of temple's capacity). <p>g- Consultation with private sectors, tourist agents and all concerned</p> <p>h- Seek approval from DG/ICC on:</p> <ul style="list-style-type: none"> - Methodology of limiting tourist's number 	<p>Apr-Jun 2024</p> <p>Jul-Dec 2024</p> <p>Jan-Mar 2025</p> <p>Apr-Jul 2025</p> <p>Aug-Oct 2025</p> <p>Nov-Dec 2025</p>			<ul style="list-style-type: none"> - Dpt. of Research, Training and Communication - Conservation International team (WMF) - Private Sectors - ANA Advisors/ Consultants - Experts 	

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> - Solutions for limiting tourist's number. i- Correct/update according to recommendations <i>Pilot project: Banteay Srei temple</i> j- Monitoring and evaluation the methodology and solutions of carrying capacity. k- Implement the methodology of carrying capacity step by step <u>step 1:</u> All important temple in Angkor site <u>step 2:</u> Temples in grand/Petit tour <u>step 3:</u> Rolous group <u>step 4:</u> other... l- Monitoring, evaluation and update 	<ul style="list-style-type: none"> Jan 2026 2026-2027 2026 2028 2029-2030 2031-2032 2033 Ongoing Ongoing 				
Total Estimated Budget:	TBC					
Indicator	<ul style="list-style-type: none"> - 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 ANGKOR

Context:

Strategy: Develop Angkor site 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 ANA: H.E. Mr. LONG Kosal

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p>Promote values of the destination through events and the <i>setting up regulation of visits</i></p> <p>Short term</p> <p>A- Promote the value of the Angkor site through events</p> <p>a- Create a working group in ANA: (Historian, Archaeologist, Anthropologist Community groups, and IT team)</p> <p>Mission:</p> <ul style="list-style-type: none"> - Prepare an annual calendar of tourism events for the Angkor site. <p>b- Collect data on existing tourism events and potential events, culture, religion, and customs... in the Angkor site.</p> <ul style="list-style-type: none"> - Determine research methods - Determine the area to study - Divide the roles of the research team. 	<p>Jan-Mar 2024</p> <p>Apr-Jun 2024</p>	<p>Dpt. of Tourism and Culture Development</p>	<p>Mr. NGETH Sothy</p>	<ul style="list-style-type: none"> - Dpt. of Conservation of Monuments and Archaeology - Dpt. of Water, Forestry and Infrastructure Management 	<p>TBC</p>

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>c- Research in the areas divided by role and schedule.</p> <p>d- Gather data and analyze to determine the tourism events that could celebrate at the Angkor site.</p> <p>e- Study and prepare detailed documents on events and prepare annual calendar.</p> <p>f- Sharing and consultation with Private Sectors and stakeholders about the annual tourism events.</p> <p>g- Seek approval from DG and ICC on the annual events.</p> <p>h- Create a working group to response and manage all the preparation work for events in the Angkor site.</p> <p>i- Establish a public communication to mainstream:</p> <ul style="list-style-type: none"> - The annual events (at least 1 year in advance) <p style="text-align: center;">B- The setting up of regulation of visits</p> <p>a- Create team:</p> <ul style="list-style-type: none"> - Dpt. of Tourism and Culture Development (Museums, Head of tourist agents, tourist agents, Circuit and TDP team, ANA consultant) <p>Mission: Prepare the regulation of visitors</p> <p>b- Research on the guidelines for visiting in Angkor site: that have been implemented and also the rules for visiting the World Heritage site.</p> <p>c- Compile an appropriate regulation for Angkor's visit.</p> <p>d- Working session with ICC Expert and all concerned team.</p> <p>e- Submit to DG and ICC to approve and have some recommendations on these regulations.</p> <p>f- Translation of Regulations in French, Khmer, Chinese.</p> <p>g- Pre-Implementation</p> <ul style="list-style-type: none"> - Prepare infrastructures and facilities - Train tourist agents. 	<p>Jul-Sep 2024</p> <p>Oct-Dec 2024</p> <p>Jan-May 2025</p> <p>Jun-Sep 2025</p> <p>Oct-Dec 2025</p> <p>Jan-Mar 2026</p> <p>2026 Ongoing</p> <p>Jan 2022</p> <p>Feb-Apr 2022</p> <p>May-Dec 2022</p> <p>June 2023</p> <p>Feb 2024</p> <p>2024</p> <p>2024 Ongoing</p>			<ul style="list-style-type: none"> - Dpt. of Research, Training and Communication - MoT - Private Sectors - UYFC 	

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p><i>h-</i> Communication and large diffusion (Press and all concerned stakeholders).</p> <p><i>i-</i> Implementation</p> <ul style="list-style-type: none"> - Survey and monitor to update and/or adapt Regulations if necessary. 	<p>2024 Ongoing</p> <p>2024 Ongoing</p>				
2	<p>Promote the destination by experts and professionals</p> <p>Medium term</p> <p><i>a- Create a committee for inclusive work:</i></p> <ul style="list-style-type: none"> - Ministry of Tourism - Ministry of Culture and Fine Arts - APSARA National Authority - Tour Operators. <p>Mission</p> <ul style="list-style-type: none"> - Diversify and improve advertising and marketing strategies. <p><i>b- Study and gather all data to understand about advertising and marketing strategies:</i></p> <ul style="list-style-type: none"> - Local - Other countries (Asia, Europe, the country that receives the most tourists and the countries that most tourists go out ...) <p>Focusing points:</p> <ul style="list-style-type: none"> - Review the "image of the country, the message, the way to advertise" - Ways to organize national and international tourism exhibitions that have been done in the past. <p><i>c- Analyses and figure out the point to improve the methods of promoting Cambodia's tourism destinations in the past compared to other countries, focusing on:</i></p> <ul style="list-style-type: none"> - Embassies of Cambodia Abroad - Join programs and events 	<p>Jul-Dec 2024</p> <p>Jan-Jun 2025</p> <p>Jul-Dec 2025</p>	<ul style="list-style-type: none"> - Dpt. of Research, Training and Communication - MoT 		<ul style="list-style-type: none"> - Dpt. of Tourism and Culture Development - Province - Private Sectors - Experts - Consultants 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> - Participation in TV shows - Presentation, exhibition booth - Inviting journalists, photographers, celebrities - Promoting by linking to 3 heritage sites - The other destinations besides temples, including people, animals and plants, activities, and other attractive places. - Organize competitions on online and social media, including Youtuber, influencer, animation... - Establish a data management system that reflects tourist destinations and utilizes potential institutional resources such as film production, photo shoots, video screenings... <p>d- Prepare supporting documents on advertising and marketing strategies for Cambodian tourism destinations.</p> <p>e- Submit to DG to get approval on advertising and marketing strategies for Cambodian tourism destinations.</p> <p>f- Review and adjust according to recommendations if necessary.</p> <p>g- Implement the promotion of Cambodian tourism destinations with the participation of marketing experts, advertising experts and the private sectors.</p>	<p>Jan-Jun 2026</p> <p>Jul-Sep 2026</p> <p>Oct-Dec 2026</p> <p>2027 Ongoing</p>				
3	<p>E-marketing (Action plan1, Action 4, Task3)</p> <p>Medium term</p> <p>a- Create a multidisciplinary team: Advertiser, IT Specialist, and Photographer/ Designer.</p> <p>Mission</p> <ul style="list-style-type: none"> - Review and evaluate to improve the website Angkor.com.kh - Strengthen the method of electronic advertising. <p>b- Working session with the relevant working group to analyze the information received and also consult about the official website that is being implemented.</p>	<p>Jan-Mar 2024</p> <p>Apr-Jun 2024</p>	<p>- Dpt. of Research, Training and Communication</p>	<p>Mr. NEM DY Mr. SOK Try</p>	<p>- Dpt. of Tourism and Culture Development</p> <p>- ANA Advisors/ Consultants</p> <p>- Experts</p>	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>c- Edit and add more additional information on Angkor.com.kh in accordance with the results of the analysis, which may include:</p> <ul style="list-style-type: none"> - Code of conduct - Online ticket sales - Include additional information to facilitate the users (links to other websites such as institutions Related to the tourism field, embassies, health services...). <p>d- Increase the visibility and activity of Angkor.com.kh website through:</p> <ul style="list-style-type: none"> - Social network (Facebook, Instagram, Line, YouTube ...) - Automatic e-mail (Mailing, phone number ...) - Update newsletter about ANA and local tourism events - Create a mobile application. <p>e- Consult with experts and the Private Sectors to improve and develop new apps.</p> <p>f- Submit to the DG to get approval.</p> <p>g- Propose a team to respond to the process of managing and updating the website and new applications.</p> <p>h- Implementation, monitoring and evaluation</p> <p>Step 1: at the entrance of the Angkor site.</p> <p>Step 2: at the entrance of each temple.</p>	<p>Jul-Dec 2024</p> <p>Jan-Mar 2025</p> <p>Apr-Jun 2025</p> <p>Jul-Sep 2025</p> <p>Oct-Dec 2025</p> <p>2026 Ongoing</p>				
<p>Total Estimated Budget: TBC</p> <p>Indicator</p> <ul style="list-style-type: none"> - Increase in number of visitors with market diversification - Increase percentage of number of visitors in low season 						

VISITOR FLOW MANAGEMENT: IMPROVE SOCIAL ORDER

Context:

Strategy: Develop Angkor site 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 tree 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 ANA: H.E. Mr. LONG Kosal

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p>Managing sellers (Fixed and mobiles) Long term <i>a- Establish a working group:</i> - Dpt. of Public Order - Dpt. of Tourism and Culture Development Missions: - Prepare the official list of sellers (Permanent and mobile) in the Angkor site.</p>	Oct-Dec 2023	Dpt. of Public Order	Mr. NAN Tony	- Dpt. of Tourism and Culture Development - Dpt. of Conservation of	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> - Prepare the guideline book on conditions for sellers to comply with the Angkor site. - Determine the appropriate locations for every kind of seller. <i>b- Prepare the official list of sellers (Permanent and mobile) in the Angkor site and the guideline book on conditions for sellers to comply in the Angkor site.</i> - Gather all the existing information to use as a basis for survey and verification. - Collect data on existing sellers and stalls (permanent and mobile): <ul style="list-style-type: none"> <i>Preparation before survey:</i> <ul style="list-style-type: none"> • Create survey form: the information of shop owner (Age, gender), shop's number, type of business, size, situation of shop, address, location.... • Determine the number of people, set up a timetable, and other equipment that is necessary to use during that time. <i>Working on site:</i> Collect all the data from the site. <i>Preparation current list</i> - Request a permission letter from the DG on the Official list name for all the sellers. (Old? Old + New? Mobile seller?) - Organize the official list of official sellers in the Angkor site. - Prepare the guideline book on conditions for sellers to comply in the Angkor site: <ul style="list-style-type: none"> • Hygiene • Follow the shop sample that has been placed • If ANA needs to remove shops for conservation reasons, the sellers cannot protest. 	<p>Jan-Mar 2024</p> <p>Apr-Jun 2024</p> <p>Jul-Dec 2024</p> <p>Jan-Mar 2025</p>			<p>Monuments and Archaeology</p> <ul style="list-style-type: none"> - Dpt. of Water, Forestry and Infrastructure Management - Dpt. of Research, Training and Communication - Heritage Police - Sellers/drivers - ANA Advisors/Consultants 	

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> • Maintenance • Participation ... - Submit to the DG and ICC to get approval: <ul style="list-style-type: none"> • The official list of sellers (Permanent and mobile) in Angkor site. • The guideline book on conditions for sellers to comply in the Angkor site. - Reviewing according to the DG's recommendation. - Provide authorize sellers with a card signed by the ANA associated with sales condition. - Training and strengthening the staff in Dpt. of Public Order about seller management in the Angkor site and cooperation with all relevant authorities. c- Determine the appropriate locations for every kind of seller. <ul style="list-style-type: none"> - Review the team composition to study the new location based on the existing data of the shop and the data collected from the current research: <ul style="list-style-type: none"> • Dpt. of Public Order • Dpt. of Tourism and Culture Development • Dpt. of Conservation Monuments and Archaeology • Dpt. of Water, Forestry and Infrastructure Management • Dpt. of Land, Urban Heritage and Community... - Prepare the map of the existing shop's locations based on the list approved by DG. - Study and inspect the location to determine the official shop location for the sellers in the Angkor site. - Communication and implementation at other locations in the Angkor area step by step (link with the master plan of infrastructure in the Angkor site.) 	<p>Apr-Jun 2025</p> <p>Jul-Aug 2025 Sep-Dec 2025</p> <p>Jan-Mar 2026</p> <p>Apr-Jun 2026</p> <p>Jul-Sep 2026</p> <p>Oct-Dec 2026</p> <p>2027 Ongoing</p>				

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
2	<p>Reduce anarchic parking in Angkor Site (<i>Link with Action 2, tasks 2, 3 & 5, Action 7, task 1</i>)</p> <p>Short term</p> <p>a- Create a working group:</p> <ul style="list-style-type: none"> - Dpt. of Public Order - Dpt. of Tourism and Culture Development - Dpt. of Conservation of Monuments and Archaeology - Dpt. of Water, Forestry and Infrastructure Management - Dpt. of Research, Training and Communication <p>Mission:</p> <ul style="list-style-type: none"> - Assessment and surveys to determine the specific parking for the temple or group of temples in the Angkor site. <p>b- Work on existing parking: Current parking location, parking situation, signage, size of the parking, equipment, allotment, parking space, and parking management.</p> <ul style="list-style-type: none"> - The preparation before data collection: <ul style="list-style-type: none"> • Create the survey form: number and type of vehicles, congestion time, parking capacity and duration of parking. • Determine the number of staff working, create a schedule and prepare some necessary equipment for the implementation. - Collect the data in every parking. - Gather and analyze all the data on existing parking in the Angkor site. <p>c- Determine the parking location for temples or groups of temples in the Angkor site by examining the possibility of existing parking locations or considering new parking locations, focusing on:</p>	<p>Oct-Dec 2023</p> <p>Jan-Feb 2024</p> <p>Mar-Apr 2024</p> <p>May-Jul 2024</p> <p>Aug-Dec 2024</p>	<p>Dpt. of Public Order</p>	<p>Mr. NAN Tony</p>	<ul style="list-style-type: none"> - Dpt. of Tourism and Culture Development - Dpt. of Conservation of Monuments and Archaeology - Dpt. of Water, Forestry and Infrastructure Management - Dpt. of Research, Training and Communication - Heritage Police - Public and Private Sectors - Concerned Stakeholders - Drivers - ANA Advisors/Consultants 	<p>TBC</p>

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> - Concepts of circuit design at temples and temple groups - Master Plan for Infrastructure Management - Respect for the value of the heritage site - Environmental considerations. <p>d- Consult with the stakeholders such as travel agents, and associations of transportation / guides... on the proposal of the official parking location plan and conditions of use of the parking lot to get other opinions.</p> <p>e- Review and revise, if necessary, after meeting with stakeholders.</p> <p>f- Submit to the DG/ICC to get his recommendations and approval:</p> <ul style="list-style-type: none"> - Parking for temples or groups of temples in Angkor <p>g- Review and revise if necessary.</p> <p>h- Implement parking locations for temples or groups of temples in the Angkor site in the master plan of infrastructure for Angkor.</p> <ul style="list-style-type: none"> - Implementation: Reorganize a place for vehicles to park in stages at each temple or group of temples, equipped with a minimum of equipment such as signs, and an information board that could let the tourists know where to park. - Official announcement led by ANA: Communicate about the location of temporary parking, conditions of use, and fines in accordance with the legal documents of the Ministry. - Prepare a presentation to the traffic police on the use of parking spaces in each temple or group of temples in order to apply the principle of fines in case of any violation. 	<p>Jan-Mar 2025</p> <p>Apr-Sep 2025</p> <p>Oct-Dec 2025</p> <p>Jan-Feb 2026</p> <p>2026 Ongoing</p>				

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> - Start the operation of "fines" in case of violation of traffic regulations (Inform in public of the date on which the project will be implemented) by the traffic police. 					
<p>Total Estimated Budget: TBC</p> <p>Indicator</p> <ul style="list-style-type: none"> - Number of sellers registered and managed - Number of anarchic parking reduced 						

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

Context:

Strategy: Develop Angkor site 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 ANA: H.E. Mr. LONG Kosal

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p>Support local activities and products (Linked to Actions 2 task 2 and 9, task 2) Medium term a- Create teamwork to study this project: - Dpt. of Land Management, Urban Heritage and Community - Dpt. of Research, Training and Communication - Dpt. of Tourism and Culture Development Missions: - Enhance the value of local handicraft products and activities - Improve the quality of local products and activities. b- Enhance the value of local handicraft products and activities. - Study more about the existing products and the activities in the Angkor site (every village).</p>	<p>Jul 2023</p> <p>Aug-Oct 2023</p>	<p>- Dpt. of Tourism and Culture Development</p>	<p>Circuit team</p>	<p>- Dpt. of Land Management, Urban Heritage and Community - Dpt. of Research, Training and Communication</p>	<p>TBC</p>

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> • Study the data that has been compiled about the local products. • Direct observation of daily livelihood activities (farming) and their attraction activities through the sale of tourism products and services, as well as an observation of the tourism attraction potential of each location that can attract tourists. - Gathering all the data: to analyze the existing products, service, and the possibility of new tourism products or update those existing products to be better than before. - Promote the value of local products and activities through: <ul style="list-style-type: none"> • New circuits: ox cart ride, palm climbing, sugar stirring, food, fishing... • Creating a brand name: product quality, service, hygiene, price, and other innovation. - Share with stakeholders (local people, Private Sectors, tourists) about local handicrafts and activities identified for feedback. - Review and revise the comments of stakeholders if necessary c- Improve the quality of products and activities of local people - Prepare training plans for local people such as: <ul style="list-style-type: none"> • Introduce existing tourism products and services and potential new products • Understand more about the positive and negative effects of past products • Strengthen the standard level of products and services. - Develop ways to attract visitors through the support of local products and services such as: <ul style="list-style-type: none"> • Increase advertising and marketing 	<p>Nov 2023 to Jan 2024</p> <p>Feb-Jun 2024</p> <p>Jul-Aug 2024</p> <p>Sep-Oct 2024</p> <p>Nov 2024 to Feb 2025</p> <p>Mar-Jun 2025</p>			<ul style="list-style-type: none"> - Concerned Dpt. in ANA - Local Authorities - Private Sectors - ANA Advisors/Consultants 	

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> • Promote and connect the way of a visit from any area to the community • Collaborate with tour companies by promoting tour packages to the community in order to spread the visitors from temples to create new positive activities and experiences for visitors. • Create a community brand. - Submit to the DG to get approval on: <ul style="list-style-type: none"> • The training program for local people. • The methodology of promoting local products and activities. - Review and revise according to the recommendation Pilot project: CBT at Banteay Srie by GIZ d- Implement training and the strategies to encourage locals to evaluate and update projects. 	<p>Jul-Sep 2025</p> <p>Oct-Dec 2025</p> <p>2026-2027</p> <p>2028 Ongoing</p>				
<p>Total Estimated Budget: TBC</p> <p>Indicators</p> <ul style="list-style-type: none"> - Number of local people trained - Pilot Project benefits to local people = Income per year per habitant 						

ENVIRONMENTAL PROTECTION: IMPLEMENTATION OF ENVIRONMENTAL PROTECTION POLICY

Context:

Strategy: Develop Angkor site 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 ANA: H.E. Mr. YIT Chandaroat

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p>Elaborate and implement methodology for waste management Medium term a- Create the technical group with ANA members:</p> <ul style="list-style-type: none"> - Dpt. of Water, Forestry and Infrastructure Management - Dpt. of Tourism and Culture Development - Dpt. of Conservation of Monuments and Archaeology - Dpt. of Finance and Accounting <p>Missions:</p> <ul style="list-style-type: none"> - Prepare a guideline book of waste management at the Angkor site. - Organize a communication campaign on waste management. 	Oct-Dec 2023	Dpt. of Water, Forestry and Infrastructure Management		<ul style="list-style-type: none"> - Dpt. of Tourism and Culture Development - Dpt. of Conservation of Monuments and Archaeology - Dpt. of Finance and Accounting 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>b- Study, research, collect and review every legal document related to waste management.</p> <p>c- Review the guideline book of the private company in charge of:</p> <ul style="list-style-type: none"> - Temple cleaning schedule - Schedule of garbage collected from every stock - Trash and stock location - How to collect, how to recycle and do the sorting, the impact of plastic, burning the garbage. <p>d- Review and update the guideline book</p> <ul style="list-style-type: none"> - Review and evaluate the waste management in the Angkor site of the private company in charge by: <ul style="list-style-type: none"> • Number and location of the bins • Number and location of stock • Jobs and responsibilities... - Study and compile a guideline book about waste management in the Angkor site, focusing on: <ul style="list-style-type: none"> • Rules of waste distribution and sorting the waste • Strengthen the responsibility of private companies in charge • The responsible for cleaning • Cleaning schedule, garbage collection schedule • Number/location of bins and storage • Garbage storage (garbage for recycle...). <p>e- Study and set the policy of fining the illegal dumping of garbage: based on the national and regional legal documents which have already been studied above.</p> <p>f- Organize a program to promote waste management by:</p> <ul style="list-style-type: none"> - Go to meet and guide at the pagoda school... - Document preparation, audio, video clips... to spread on social media. 	<p>Jan-Mar 2024</p> <p>Apr-Jun 2024</p> <p>Jul-Sep 2024</p> <p>Oct-Dec 2024</p> <p>Jan-Mar 2025</p> <p>Apr-Jun 2025</p>			<ul style="list-style-type: none"> - Private Cleaning Company ADD - Local People - Private Sectors - ANA Advisors/Consultants - Experts 	

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> - Preparation of information boards on waste management in every key location - Consider creating an environmental clean-up day in the Angkor area... <p>g- Submit to the DG/ICC for review and get approval on:</p> <ul style="list-style-type: none"> - Guideline book on Waste Management in the Angkor site. - The penalty policy for illegal dumping of garbage. - Communication and education program on waste management in Angkor. <p>h- Review according to the DG/ICC recommendations.</p> <p>i- The implementation of the guideline book on waste management in Angkor (in charge of a private company).</p> <p>j- Implement the education programs on waste management in the Angkor site.</p> <p>k- Advertise and determine the deadlines and start of the fines.</p> <p>l- Monitoring and evaluation.</p>	<p>Jun 2025</p> <p>Jul-Sep 2025</p> <p>2026 Ongoing</p> <p>2026 Ongoing</p> <p>2027 Ongoing</p> <p>2027 Ongoing</p>				
2	<p>Education Campaign on Protection of environment</p> <p>Medium term</p> <p>a- Create a technical team with ANA members:</p> <ul style="list-style-type: none"> - Dpt. of Water, Forestry and Infrastructure Management - Dpt. of Tourism and Culture Development - Dpt. of Research, Training and Communication - Dpt. of Land Management, Urban Heritage and Community - Dpt. of Public Order. <p>Missions:</p> <ul style="list-style-type: none"> - Prepare basic documents on environmental protection in the Angkor site. - Organize educational workshops and communication campaigns on environmental protection in the Angkor site. 	Oct-Dec 2023	Dpt. of Water, Forestry and Infrastructure Management		<ul style="list-style-type: none"> - Dpt. of Tourism and Culture Development - Dpt. of Research, Training and Communication - Dpt. of Land Management, Urban Heritage and Community 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> • Organize topics (environmental protection in the Angkor site) • Define the methodology for communication such as social media, TV commercials, and other media ... • Prepare to produce video spots ... • Budget proposal ... <p>d- Establish mechanisms to encourage participation in environmental protection in the Angkor site from businesses, operators, tourists, citizens ... By:</p> <ul style="list-style-type: none"> - Prepare conditions for evaluation - Advertising - Practicing - Evaluate and give rewards (appreciation cards, gifts ...) as well. <p>e- Submit to the DG/ICC to get approval and review on:</p> <ul style="list-style-type: none"> - Basic documents of environmental protection in the Angkor site. - Planning of educational workshops and dissemination campaign plans on environmental protection in the Angkor site. - Mechanisms to encourage participation in environmental protection <p>f- Reviewing according to the recommendation of the DG/ICC if needed.</p> <p>g- Implementation</p> <ul style="list-style-type: none"> - Organize an educational workshop on environmental protection in the Angkor site. - Dissemination campaign on environmental protection in Angkor. - Program to encourage participation in environmental protection in the Angkor site. <p>h- Monitoring and evaluation.</p>	<p>Jan-Mar 2025</p> <p>Apr-Jun 2025</p> <p>Jul-Sep 2025</p> <p>2026 Ongoing</p> <p>2026 Ongoing</p> <p>2026 Ongoing</p> <p>2026</p>				

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
3	<p>PLASTIC BAN <i>Long term</i></p> <p>a- Create a technical group working from ANA: <i>Member:</i></p> <ul style="list-style-type: none"> - Dpt. of Water, Forestry and Infrastructure Management - Dpt. of Tourism and Culture Development - Dpt. of Conservation of Monuments and Archaeology - Dpt. of Finance and Accounting <p><i>Missions:</i></p> <ul style="list-style-type: none"> - Compose a guideline book on preventing and reducing the use of plastic in the Angkor site. <p>b- Teamwork to figure out about Law or regulations related to environmental protection, which may include:</p> <ul style="list-style-type: none"> - Guideline of Environmental Protection law and other guidelines (National) - Perspectives on sustainable development - World treaty on environmental protection. <p>c- Prepare a guidebook on preventing and reducing the use of plastic in the Angkor site that includes:</p> <ul style="list-style-type: none"> - Rules and guidelines to prohibit the use of plastic - Other solutions instead of using plastic - The process of reducing and stopping the use of plastic - Steps of implementation, starting from officials-staff of ANA, sellers in the Angkor area, local people, Privates Sectors, and tourists ... - Fine procedure ... <p>d- Sharing session and discussion with concerned stakeholders, relevant authorities, and the Private Sectors:</p> <ul style="list-style-type: none"> - Guideline book on preventing and Reducing the Use of Plastic in the Angkor site. 	<p>Jan-Mar 2025</p> <p>Apr-Jun 2025</p> <p>Jul-Dec 2025</p> <p>Jan-Mar 2026</p>	<p>Dpt. of Water, Forestry and Infrastructure Management</p>		<ul style="list-style-type: none"> - Dpt. of Tourism and Culture Development - Dpt. of Conservation of Monuments and Archaeology. - Dpt. of Finance and Accounting - Public and Private Sectors - Local Communities in Angkor Site - Experts - ANA Advisors/ Consultants 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	e- Reviewing and correcting after the consultation with stakeholders.	Jan-Mar 2026				
	f- Study and organize a pilot project (action plan and budget plan): <ul style="list-style-type: none"> - The first pilot project: Prohibition of the plastic bottles for staff who work in the Angkor site by equipping them with reusable bottles and water filters and/or water outlets (for drinking water) at temples. - The second Pilot Project: Prohibition of the use of plastic at Banteay Srei temple and proposing other solutions to replace the use of plastic. 	Apr-Sep 2026				
	g- Submit to the DG/ICC to get approval on: <ul style="list-style-type: none"> - The guideline book for preventing and reducing the use of plastic in the Angkor site. - Pilot projects. 	Oct-Dec 2026				
	h- Reviewing according to the DG/ICC recommendation.	Jan-Mar 2027				
	i- Implement the first pilot project: Prohibition of the use of plastic bottles for staff who work in the Angkor site by equipping them with reusable bottles and water filters or water outlets (for drinking water) at temples.	Apr-Sep 2027				
	j- Implement the second Pilot Project 2: Prohibition of the use of plastic at Banteay Srei temple and propose other solutions to replace the use of plastic.	Oct 2027 to Mar 2028				
	k- Monitoring and evaluating every project implemented.					
	l- Implement the prevention of the use of plastic in the Angkor site <ul style="list-style-type: none"> - Step 1: Rolous Group or another group of temples. - Step 2: All of Angkor site (401Km square) 	2028 Ongoing				
	m- Determine the date to start the fine.	2029 Ongoing				
	n- Monitoring and evaluating every project implemented.					

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
4	<p>GREEN LABEL <i>Long term</i></p> <p>a- Create a technical working group from ANA:</p> <ul style="list-style-type: none"> - Dpt. of Water, Forestry and Infrastructure Management - Dpt. of Tourism and Culture Development - Dpt. of Research, Training and Community - Dpt. of Land Management, Urban Heritage and Communication - Dpt. of Public Order <p>Missions:</p> <ul style="list-style-type: none"> - Preparing the condition and policy to evaluate green label. - Preparing the operational guideline of setting-up green label in the Angkor site <p>b- Teamwork to figure out the other guidelines such as the one of Ministry of tourism is using and do researches regarding other countries on some points:</p> <ul style="list-style-type: none"> - Green label perspective. - Eco tourism perspective. - Agrotourism ... <p>c- Consider setting conditions and procedures for evaluating green symbols: for (housing?), Businesses, transportation services, products, services ... in the Angkor site, there may be some points such as:</p> <ul style="list-style-type: none"> - Environment (green) - Waste management - Savings (water, electricity ...) - Reuse - Use of green products and services... <p>d- Prepare an operational guideline for green label norms in the Angkor site which may include:</p> <ul style="list-style-type: none"> - Process of Requesting and Providing 	<p>Jan-Mar 2025</p> <p>Apr-Jun 2025</p> <p>Jul-Sep 2025</p> <p>Oct 2025 to Jan 2026</p>	<p>Dpt. of Water, Forestry and Infrastructure Management</p>		<ul style="list-style-type: none"> - Dpt. of Tourism and Culture Development - Dpt. of Research, Training and Communication - Dpt. of Conservation of Monuments and Archaeology - Dpt. of Land Management, Urban Heritage and Community - Dpt. of Public Order - Private Sectors - Ministry of Tourism - All concerned stakeholders to determine the norms of Green Label - Experts 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> - Monitoring and evaluation process - Validity and Withdrawal ... e- Sharing session and discussion with the Private Sectors and other concerned stakeholders about: <ul style="list-style-type: none"> - The condition and policy of evaluation. - The operational guideline. f- Pilot project: organize the pilot project at Run Ta Ek (Farm to table) starting with: <ul style="list-style-type: none"> - Studying and implementing following the condition of getting green label and complying with the operational guideline - Budget planning - Implementation plan. g- Submit to the DG/ICC to get approval on: <ul style="list-style-type: none"> - The condition and policy of evaluation. - The operational guideline - Pilot project... h- Reviewing according to DG/ICC recommendation. i- Launching the pilot project j- Communication and implementation of green label norms for (house?) restaurant, transportation, products and other services in the Angkor site k- Monitoring and evaluation 	<p>Feb-Apr 2026</p> <p>May-Jul 2026</p> <p>Aug-Dec 2026</p> <p>2027</p> <p>2028 Ongoing</p>				
Total Estimated Budget: Indicator	TBC <ul style="list-style-type: none"> - Common operational guideline and its implementation - Number of ANA staff equipped with reusable bottle - Number of green spaces implemented - Number of people trained - Decrease of air, ground, and water pollution 					

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

Context:

Strategy: Develop Angkor site 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 transports, 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 ANA: H.E. Mr. LONG Kosal

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p>Elaborate master plan of transportation of Angkor (Link with Action 2, tasks 2, 3 & 5 and Action 5, task 2)</p> <p>Long term</p> <p>a- Create a technical team with members from:</p> <ul style="list-style-type: none"> - Dpt. of Water, Forestry and Infrastructure Management - Dpt. of Tourism and Cultural Development - Dpt. of Public Order <p>Mission:</p> <ul style="list-style-type: none"> - Study existing data - Consult to determine the type of transportation that will be allowed in the Angkor site. - Develop operational guidelines and a master plan of transportation in the Angkor site. 	Jan-Mar 2024	Dpt. of Tourism and Culture Development	Mr. TES Sothy	<ul style="list-style-type: none"> - Dpt. of Public Order - Dpt. of Water, Forestry and Infrastructure Management - Heritage Police - Traffic Police - Drivers - Local Authorities 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>b- Discuss with the team to collect data on previous transportation on some points such as:</p> <ul style="list-style-type: none"> - The Number of vehicles that get into the Angkor site - Vehicle type - Traffic - Impact caused by the traffic ... <p>c- Analyses of the data that have been collected from the researching to compile as a document.</p> <p>d- Consult with the technical team to determine the type of transport that will be allowed to travel in the Angkor area by:</p> <ul style="list-style-type: none"> - Size of vehicle type - Model - Quality and specificity of vehicle type - Ensure that it does not harm the environment and the heritage site. <p>Example: Create the shuttle bus system / public transport / environmentally friendly transportation.</p> <p>e- Study and prepare the document to propose traffic management in the Angkor area:</p> <ul style="list-style-type: none"> - Traffic in Angkor Thom - Traffic at Petit tour - Traffic at the grand tour. <p>(Linked to the Action2 of infrastructure and facilities)</p> <p>f- Working session with stakeholders from both public and private sectors to get their feedback and comment.</p> <p>g- Study and prepare operational guidelines and master plan of transportation in the Angkor area.</p> <p>Pilot project: Create a bus system to transport tourists from Parvis station in Angkor Wat to Bayon temple.</p>	<p>Apr-Sep 2024</p> <p>Oct 2024 to Mar 2025</p> <p>Apr-Sep 2025</p> <p>Oct 2025 to Mar 2026</p> <p>Apr-Jun 2026</p> <p>Jul-Dec 2026</p> <p>Jan-Jun 2027</p>			<ul style="list-style-type: none"> - ANA Advisors/ Consultants - Experts 	

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p><i>h- Submit to the ICC/DG to review on the operational guideline and master plan of transportation in the Angkor site.</i></p> <p><i>i- Review and correcting theses document according to the DG's recommendation.</i></p> <p><i>j- Launch of the pilot project about the bus system to take tourists from Parvis station in Angkor Wat to Bayon.</i></p> <p><i>k- Start the implementation of the pilot project by monitoring and evaluation.</i></p> <p><i>l- Official implementation of the master plan of transportation in the Angkor site (Public outreach, monitoring and further evaluation).</i></p>	<p>Jun 2027</p> <p>Jul-Dec 2027</p> <p>2028</p> <p>2029</p> <p>2030 Ongoing</p>				
2	<p>Ban the buses more than 24 seats in Angkor site Medium term</p> <p>a- Create a working group: (Dpt. of Public Order, Dpt. of Tourism and Culture Development)</p> <p>Missions:</p> <ul style="list-style-type: none"> - Do the research and collect all the data on the type of vehicles and the prohibited sign which has in the Angkor site. - Expand the scope of the bus's ban over 24 seats in the Angkor site. - Study about non-polluting of transportation to replace the use of buses. <p>b- Study, research and collect data on the type of vehicles and the prohibited signs in Angkor site.</p> <p>c- Working sessions with groups to monitor and evaluate the effectiveness of measures to ban the buses more than 24 seats in Angkor Thom to make further adjustments.</p>	<p>Jan-Mar 2024</p> <p>Apr-Jun 2024</p> <p>Jul-Sep 2024</p>	Dpt. of Public Order		<ul style="list-style-type: none"> - Dpt. of Tourism and Culture Development - Traffic Police - Heritage Police - Tourist Police - Concerned Dpt. in ANA - Experts - ANA Advisors/Consultants 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>d- Strengthen and expand the scope of the buses ban more than 24 seats in the Angkor Thom to continue in the Angkor area, and add more traffic police and signs prohibiting bus over 24 seats at the entrance of our heritage site.</p> <p>e- Discuss with stakeholders (Transport Association, travel agents, tour operators, tourism police ...) about measures to ban buses over 24 seats in the entire Angkor site to get comments and corrections.</p> <p>f- Submit to ICC/ DG to get approval.</p> <p>g- Review and correction according to their recommendation.</p> <p>h- Discuss with the transportation associations, travel agents, and tour operators to let them know quite well which transportation that allow in the Angkor area.</p> <p>i- Group meeting with tourism police about the measures to ban buses over 24 seats to start the fine.</p> <p>j- Set a date for the publication of measures to ban buses over 24 seats in Angkor and fines to transport associations, tour operators / travel agents and public stakeholders.</p> <p>k- Monitoring and evaluation of its efficiency.</p>	<p>Oct-Dec 2024</p> <p>Jan-Mar 2025</p> <p>Apr-Jun 2025</p> <p>Jul-Aug 2025</p> <p>Sep-Oct 2025</p> <p>Nov-Dec 2025</p> <p>2027 Ongoing</p>				
Total Estimated Budget:	TBC					
Indicator	<ul style="list-style-type: none"> - Decrease in air pollution - No more of buses over 24 seats in Angkor site 					

ENHANCE GOOD GOVERNANCE: BUILDING CAPACITY

Context:

Strategy: Develop Angkor site 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 Angkor site 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. Mr. LONG Kosal

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p>Elaborate training program for ANA Staffs Short term A. Working group: Dpt. of Research, Training and Communication Missions: - Organize training programs regularly for all staff in ANA. - Develop incentive strategies for ANA staff. B. Study the procedures for organizing training programs to examine the effectiveness of the previous implementation (better or worse)?</p>	<p>Jan-Mar 2024</p> <p>Apr-May 2024</p>	<p>Dpt. of Research, Training and Communication</p>		<p>- Concerned Dpt. in ANA - National and International Experts - Ministry of Tourism</p>	<p>TBC</p>

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>a- Study the procedure to improve the way of previous training programs and strengthen the ability of staff through:</p> <ul style="list-style-type: none"> - Internal training of ANA (Scholarship, workshop...) - External training abroad (by Foreign Embassies or International Institutions). <p>Internal training of ANA staff through:</p> <ul style="list-style-type: none"> - Regular training in foreign languages such as English, Chinese, French ... - Strengthen the effectiveness of the training program by encouraging participants to be more active. - Promote the training of new employees to know the work context that this Authority is in charge of ... <p>External training of ANA staff through:</p> <ul style="list-style-type: none"> - Consider the possibility of providing scholarships to staff officers at universities and training centers in some provinces or locally. - Request the relevant institutions that signed the MOU with ANA to examine the possibility of determining the conditions for sending staff to participate in training (inside and outside the country). - Strengthen relations with foreign embassies by proposing to examine the possibility of arranging annual scholarships or giving priority to staff officers in training in various technical skills locally and/or abroad... - Apply to international appeal of training (UNESCO, Mekong-ROK Cooperation Fund (MKCF), GIZ... <p>C. Develop incentive policies for staff officers: Learn about procedures to motivate staff officers that have been implemented such as:</p> <ul style="list-style-type: none"> - Salary increase 	<p>Jun-Oct 2024</p> <p>Ongoing</p> <p>Nov-Dec 2024</p>			<ul style="list-style-type: none"> - ANA Consultants - Experts 	

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>d- Submit to the DG to get approval on:</p> <ul style="list-style-type: none"> - The program of the refreshment course. - Proposal for the creation of a working group for organizing and managing these training courses. <p>e- Review and correct according to DG's recommendation if necessary.</p> <p>f- Implement the refreshment course for the next generation (tourist guide).</p> <p>g- Monitoring and evaluation of the training implementation.</p> <p>B. Cooperation with the Ministry of Tourism to check the possibility of refreshments or training for everyone who works in the tourism field.</p> <p>a- Meeting with the Ministry of Tourism:</p> <ul style="list-style-type: none"> - Examine the possibility of organizing a training course for tourism workers, which includes: <ul style="list-style-type: none"> • Accommodation Services • Transportation • Entertainment • Food and beverage service... - The division of responsibilities between ANA and the Ministry of Tourism, such as: <ul style="list-style-type: none"> • Participation in facilitation... • Monitoring and evaluation to study the shortcomings and solutions to the programs that ANA and the Ministry of Tourism have implemented in the past.. <p>b- Determine the background of those who must participate in the training in accordance with the possibilities of the Ministry of Tourism</p> <p>c- Study and plan the training program following the background of the participants, focus on:</p>	<p>Sep-Oct 2024</p> <p>Nov-Dec 2024</p> <p>2025 Ongoing</p> <p>Ongoing</p> <p>Jan-Mar 2024</p> <p>Apr-May 2024</p> <p>Jun-Aug 2024</p>				

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> - Subject, date, Location, trainer, coordinator - Activity report, budget - Number of participants. <p>d- The implementation of a refreshment course by MoT</p>	Ongoing				
3	<p>Community and Youth training</p> <p>Long term</p> <p>A. Create teamwork from:</p> <ul style="list-style-type: none"> - Dpt. of Tourism and Culture Development - Training Center. <p>Mission:</p> <ul style="list-style-type: none"> - Schedule an annual workshop about heritage site protection and preservation involving stakeholders. - Study the possibility of including an educational program about the value and protection of heritage site in the national curriculum. <p>B. Schedule an annual workshop about heritage site protection work involving stakeholders.</p> <p>a- Study and determine the composition of stakeholders (staff, staff of ANA, local people, Private Sectors, tour guides, sellers, monks ...)</p> <p>b- Prepare topics / contents (What is the meaning of heritage and Heritage sites? Conditions for registration of heritage site? Intangible and tangible culture, discoveries ...)</p> <p>c- Study the project's planning:</p> <ul style="list-style-type: none"> - Define speakers: can be from relevant institutions, and the private sectors ... (by presentation about the preservation, conservation, and protection of the heritage site that they used to manage) - Prepare the composition of trainers 	<p>Jan-Mar 2024</p> <p>Apr-Sep 2024</p>	Dpt. of Research, Training and Communication		<ul style="list-style-type: none"> - Dpt. of Tourism and Culture Development - Dpt. of Conservation of Monuments and Archaeology - Private and Public Sectors - Union of Youth Federations of Cambodia - ANA Advisors/ Consultants 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>F. Adjust according to DG's recommendations if necessary.</p> <p>G. Implement annual training programs: annual workshop about heritage site protection and preservation involving stakeholders.</p> <p>H. Implement some training courses in the curriculum step by step:</p> <ul style="list-style-type: none"> - Step 1: Primary. - Step 2: Secondary or high school or college. <p>I. Monitoring and evaluation during the implementation</p> <p>J. Update (once every 3 years) the workshop program and the inclusion of training in the curriculum: (Topic, Process ...)</p>	<p>Aug-Sep 2025</p> <p>2025 Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>				
4	<p>Training course for Khmer-speaking tour guides and special tour guides for Angkor heritage site</p> <p>Long term</p> <p>A. Training course for Khmer-speaking tour guides This project is completed by MoT to encourage and promote the value of Khmer-speaking tour guides (For national visitors)</p> <p>B. Training course for special tour guides for the Angkor site Define the team in charge of organizing the training course:</p> <ul style="list-style-type: none"> - Dpt. of Research, Training and Communication - Dpt. of Tourism and Culture Development. <p>Mission:</p> <ul style="list-style-type: none"> - Prepare a guideline book of training special guide for the Angkor area. - Organize training programs. <p>[Special guide training for the Angkor site has to be organized by ANA directly (in collaboration with the Ministry) to raise the value of cultural and religious tourism (in-Depth) to attract</p>	<p>Ongoing</p> <p>Jan-Mar 2024</p>	Dpt. of Research, Training and Communication		<ul style="list-style-type: none"> - Dpt. of Tourism and Culture Development - Ministry of Tourism - Association of tour guide - Community working group 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p><i>visitors who want to understand the value of the temple, the soul...]</i></p> <p><i>a- Study and collect the data on training the special guides that used to organized by the MoT, focusing on:</i></p> <ul style="list-style-type: none"> - Related documents of training - Training Instructor - Training Program... <p><i>b- Organize meeting of working group to put out the guideline book for training special tour guides for the Angkor site, which may include the following:</i></p> <ul style="list-style-type: none"> - Topics of training Khmer-speaking such as: <ul style="list-style-type: none"> • History • Additional knowledge about ANA, such as important achievements, etc. • Heritage preservation and management • Archaeological research and excavations • Development • Community and environment - Preparation of trainers (foreign experts, Cambodian experts) - Training date - Background of those selected for training... <p><i>c- Prepare the compilation of the guideline book according to the content stated in the meeting with the working group above.</i></p> <p><i>d- Share with stakeholders about the guideline book of the training and the special tour guides for the Angkor site and review if necessary.</i></p> <p><i>e- Prepare the training program by following the guideline book.</i></p> <p><i>f- Pass the leadership to approve:</i></p>	<p>Apr-Jun 2024</p> <p>Jul-Sep 2024</p> <p>Oct-Dec 2024</p> <p>Jan 2025</p> <p>Feb-Apr 2025</p> <p>May-Jul 2025</p>				

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<ul style="list-style-type: none"> - The guideline book of the training special tour guide for the Angkor Site. - Guide training plan for Angkor heritage site. <p><i>g- Implement training, monitoring and evaluation.</i></p>	Ongoing				
<p>Total Estimated Budget: TBC</p> <p>Indicator</p> <ul style="list-style-type: none"> - Number of people trained - Number of people studying in Documentation center 						

ENHANCE GOOD GOVERNANCE: ENCOURAGE DISCUSSION AND PARTICIPATION TO IMPLEMENT ACTIONS

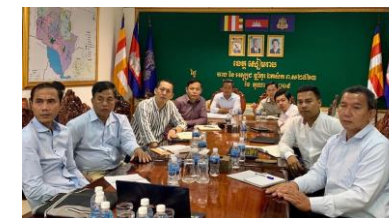
Context:

Strategy: Develop Angkor site 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 ANA 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 ANA Departments and in partnership with stakeholders is necessary.

Responsible Person of the Action in ANA: H.E. Mr. LONG Kosal

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
1	<p>Communicate role and mission of ANA <i>(Link with Action 2, task 5)</i> Short term A. Create a working group from: Dpt. of Research, Training and Communication. Missions:</p> <ul style="list-style-type: none"> - Prepare a leaflet about the role, mission, objectives, tasks and achievements of and ANA. - Set up a schedule and the program of training, workshops, or conferences about the role and missions of the ANA. - Implement communication campaigns to disseminate the role and mission of ANA, both inside and outside ANA and through 	Jan-Mar 2024	Dpt. of Research, Training and Communication	H.E. Mr. LONG Kosal	<ul style="list-style-type: none"> - Provincial Administration - Concerned of ANA - Private Sectors - ANA Advisors/Consultants 	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>workshops, exhibitions, social media, and other media such as radio, television ...</p> <p>B. Prepare a leaflet about the role, mission, objectives, tasks and achievements of ANA.</p> <p>a- Study about the legal framework of ANA:</p> <ul style="list-style-type: none"> - Role - Duties and Responsibilities - Organizational chat. <p>b- Collect relevant data on regulations, land use, or other permits such as:</p> <ul style="list-style-type: none"> - Law about houses construction - Permission - Other application letters. <p>c- Gather all of the ANA's achievements</p> <p>d- Compose a leaflet regrouping:</p> <ol style="list-style-type: none"> 1. Role, tasks, responsibilities, chat, and objectives. 2. Relevant documents related to the work of the ANA at both national and international levels 3. Achievements of ANA <p>e- Submit to DG for review to get a recommendation for step B</p> <p>C. Set up a schedule and the program of training / workshops or conferences on role and mission of ANA by following the leaflet above.</p> <p>a- Working sessions with all members involved to study and prepare an annual schedule of dissemination and the way of communicating.</p> <p>b- Study the budget plan.</p> <p>c- Submit to the DG to get a recommendation for step C.</p> <p>d- Review to implement in each following year.</p>	<p>Apr-Jun 2024</p> <p>Jul-Sep 2024</p> <p>Oct-Dec 2024 Jan-Mar 2025</p> <p>Apr-Jun 2025</p> <p>Jul 2025</p> <p>Aug-Sep 2025 Oct 2025 Ongoing</p>				

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<i>D. Implement communication campaigns to disseminate the role and mission of ANA, both inside and outside ANA, and through workshops, exhibitions, social media and other media such as radio, television ...</i>	Ongoing				
2	<p>Enhance discussion platform (internal & external) Medium term a- Create a working group including members from: - Training Center - Administration Mission: - Strengthen the internal consultation of every Department under the ANA. - Encourage consultation and cooperation with all stakeholders. b- Strengthen the internal consultation of every department under the ANA: - Disseminate the responsibilities and roles of the department under ANA to harmonize with the new structure. - Organize regular internal meetings (quarterly or four times a year) with the purpose to share and exchange ideas and mutual development plans. - Examine the possibility of improving and accelerating procedures in the administrative system to be better. c- Encourage consultation and cooperation with stakeholders - Hold regular meetings (semi-annually or 4 times a year) to solve the problems to be implemented and inform about relevant projects or recent achievements. - Establish a campaign to promote the responsibilities between ANA and stakeholders to increase efficiency and prevent</p>	<p>Jan-Mar 2024</p> <p>Apr-Jun 2024</p> <p>Jul-Sep 2024</p> <p>Oct-Dec 2024</p>	Dpt. of Research, Training and Communication		<p>- All Dpt. under the ANA - Ministry of Tourism - Private Sectors - ANA Advisors/ Consultants</p>	TBC

Task	Missions	Timeframe	Institutions	Responsible person	Stakeholders	Estimated Budget (USD)
	<p>confusion through the newsletter (official website or Facebook) in the village.</p> <ul style="list-style-type: none"> - Participate in all activities of stakeholders in the implementation of each project clearly. <p>Example: setting up services or infrastructure improvements.</p> <p>d- Study in detail the contents of the consultation report to implement the work continuously</p>	<p>Jan-Mar 2025</p> <p>Apr-Jun 2025</p> <p>Ongoing</p>				
<p>Total Estimated Budget: TBC</p> <p>Indicator</p> <ul style="list-style-type: none"> - Number of workshops organized and participants - Number of meetings / round tables organized with attendance of public and private 						

Estimated timetable for implementation 2021-2035

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030-2035	Responsible Person	
Action Plan 1: Visitor Flow Management												
Action 1: Enhance visitor Study											H.E. Mr. LONG Kosal	
Task 1: Elaborate and apply a common methodology for counting, survey and tracking		Study	Implementation									
Task 2: Fix data needed from ticketing and implementation			Implementation									
Task 3: Get accurate data of national visitors coming to Angkor		Study				Implementation						
Action 2: Improve and develop infrastructure and facilities											H.E. Mr. LONG Kosal and H.E. Mr. YIT Chandaroat	
Task 1: Create mechanism for maintenance of existing infrastructures and facilities			Study	Implementation								
Task 2: Develop new tourism facilities through circuits of visit	Study	Implementation										
Task 3: Fix standard to improve signage		Study			Implementation							
Task 4: Study to review Norms for constructions			Study		Implementation							
Task 5: Elaborate and implement Master plan with operational guideline of infrastructures for Angkor					Study		Implementation					

Action 3: Study and propose new Ticket Policy and carrying capacity			H.E. Mr. LONG Kosal
Task 1:	Ticket options for international visitors		
Task 2:	Implementation of Carrying capacity		
Action 4: Communicate and promote the values of the destination Siem Reap-Angkor			H.E. Mr. LONG Kosal
Task 1:	Promote values of the destination through events and the setting up of regulation of visits	Regulations	
		Events	
Task 2:	Promote the destination by experts and professionals		
Task 3:	E-marketing		
Action 5: Improve social order			H.E. Mr. LONG Kosal
Task 1:	Manage sellers		
Task 2:	Reduce anarchic parking in Angkor Site		
Action 6: Encourage programs and initiative to benefit local people			H.E. Mr. LONG Kosal
Task 1:	Support local activities and products		
Action Plan 2: Environment Protection			
Action 7: Implementation of environmental protection policy			H.E. Mr. YIT Chandaroat
Task 1:	Elaborate and implement methodology for waste management		
Task 2:	Education campaign on protection of environment		

Task 3:	Plastic Ban				
Task 4:	Green Label				
Action 8:	Encourage and develop green transports/shuttle/public transport				H.E. Mr. LONG Kosal
Task 1:	Elaborate & implement master plan of transportation in Angkor				
Task 2:	Ban the buses more than 24 seats in ANGKOR site				
Action Plan 3:	Enhance good governance				
Action 9:	Building capacity				H.E. Mr. LONG Kosal
Task 1:	Elaborate training program for ANA Staff				
Task 2:	Refreshment course for staff in tourism field				
Task 3:	Community and youth training				
Task 4:	Training course for Khmer speaking tour guide and special tour guide				
Action 10:	Encourage discussion, participation to implement actions				H.E. Mr. LONG Kosal
Task 1:	Communicate role and mission of ANA				
Task 2:	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.



WORKING SESSIONS OF TDP GROUP / WORKING SESSIONS WITH STEERING COMMITTEES



WORKING SESSIONS OF TMP GROUP TO DRAFT THE TOURISM DEVELOPMENT PLAN WITH H.E THE DG OF ANA, THE ICC STANDING SECRETARY AND THE ICC AD HOC EXPERT IN SUSTAINABLE DEVELOPMENT (2018).

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.

**G- ANNEXES: REPORTS OF SHARING SESSIONS
WITH STAKEHOLDERS (16th September -
17th October 2019), DECISIONS,
RECOMMENDATIONS, AND DECREES**

Report on discussion with stakeholders on

“The current tourism situation in Siem Reap-Angkor, strategy and action plan”

- **Date:** 16/09/19
- **Stakeholders:** Advisors, Deputy Directors General, and Directors of Departments of APSARA National Authority (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. Comment:
 - i. Strength: **NO COMMENT**
 - ii. Weakness: **NO COMMENT**
 - iii. Problems raised in general
 - Should concentrate and solve internal and exiting issues already raised:
 - Flow management
 - Implementation of the TMP
 - Communication
 - Uniform of staffs working on site and their work improvement
 - Parvis, parking, road...
 - Signs (exiting norms?)
 - Should not highlight the weakness of National Authority, 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"> - Use different types of tickets: Male, Female, Enfant, Retired... - Numbered tickets to facilitate counting - Determine entrances 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"> - Infrastructure and facilities of visit are not harmonized - Visitation at the same main temples and places 	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 bared / 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 needs 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”

- **Date:** 17/09/19
- **Stakeholders:** Deputy Director of Departments and Officials of APSARA National Authority (12/20 People as attached)
- **Organizers:**
 1. H.E SOK Sangvar Deputy Director General of APSARA National Authority
 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. Comment:

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. Weaknesses

- 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 “expertise skilled staff are not well regrouped”

iii. Problems 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?
<ul style="list-style-type: none"> 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 11- In the implementation of rules and regulations 12- Monkeys 13- Staff at temples don't work very well 	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> 1- Determine entrance-exit and time of visit (e.g.: 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 	<ul style="list-style-type: none"> 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"> 1- Independent and national visitor don't receive enough information about attraction of visit (duration / distance) 2- No market segmentation 3- No information about other attractions (art, sculpture, landscape, Tonle Snguot...) 4- Policies not up to date 5- Lack of communication and promotion 6- Not yet valorize art / show at particular area (to diversify flow and give life to those artifacts) 	<ul style="list-style-type: none"> 1- Update regularly the policy of visit 2- Create new attractions (investment, organization) 3- Valorize nature, culture and community 4- Encourage creation, promotion and support local product from local people (quality and authenticity) => branding 	<ul style="list-style-type: none"> 1- Collaborate in promotion and communication of products 2- Consultation and collaboration with 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?
<ul style="list-style-type: none"> 1- Traffic and pollution 2- Construction in Angkor site 3- Environment: liquid and solid waste/ air/ forest/ noise 4- Social order in Angkor Site 	<ul style="list-style-type: none"> 1- Study a master plan for transports (vehicles) and land use 2- Law on land use 3- Training and communication 4- Manage waste 5- Manage sellers and parking (organize with rules, regulations, and norms) 	<ul style="list-style-type: none"> 1- Determine type of transports (electric/battery) 2- Application on mobile 3- Signage 4- Participation from concerned stakeholders 5- Create a management system for liquid and solid waste, air, and forest 6- Education and communication 	<ul style="list-style-type: none"> 1- Parking 2- Infrastructure (road) 3- Participation of technical departments 4- Participation of concerned stakeholders 5- Communication, announcement

		7- Provide and manage permission (regulations) 8- Push transport to go inside parking	6- Strengthen the work of agents on site.
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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 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”

- **Date:** 18/09/19
- **Stakeholders:** Head of office and officials of APSARA National Authority (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. Comment:
 - i. Strength: **NO COMMENT**
 - ii. Weakness: **NO COMMENT**
 - iii. Problems 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?
<ul style="list-style-type: none"> 1- Observatory unit (small groups in Tourism and Culture Dpt.) 2- Staff in the observatory unit need to be trained more 3- Congestion at some major temples at particular times (same time of visit) 4- No information about attractions or tourism product (e.g.: local food) 5- Different prices (local and foreigner) 6- Transports, drivers don't respect regulations 7- Food Security 8- Quality of visit 9- Visitors don't know the geography (place) 10- Why travel? 11- Where to visit? 12- Why visit those places? 13- What are the potentials? 14- Language in communication 15- Complicated procedure to cross the border 16- Transport/accommodation/ food 17- Signage/orientation 18- Security of visit (hill) 	<ul style="list-style-type: none"> 1- Combine the two units and set up a clear plan of survey/observation 2- Work with private to change/improve itineraries of visit by adding attractions and activities (small and far temples) 3- Provide information about pick hours at temples (Telegram) 4- Determine circuit of visit 5- Create events 6- Open different location for visit 7- Think about different prices for different temples / buy ticket directly at temple 8- Determine prices of products 9- Create a place where visitors can give their feedback or fill questionnaire 10- Signs / tourism map 11- Create attractions (artificial and archeological, Disney, floating market, community, adventure) 12- Improve infrastructure, environment, security 13- Create shopping activity? 14- Delete the 3 days ticket, but implement the 3 days ticket price for 7 days 15- Elaborate a system of waste management (storage/take out on time) 16- Work with travel agency 17- Create brochure 18- Should have a team to research and document information about 	<ul style="list-style-type: none"> 1- Create a place where visitors can provide information or comments 2- Participate to any association in tourism field (hotel, guide...) 3- Seminar/discussion 4- Use Telegram Channel to communicate information 5- Organize and improve infrastructures/facilities of visit 6- Strengthen the quality of tour guide through collaboration 7- Open a place/temple for free 8- Education with concerned stakeholders to think about long term benefits, not just in one time 9- Strict measure from top management in case of any unusual action 10- Enforce the implementation of law and regulation 	<ul style="list-style-type: none"> 1- Strengthen the implementation of rules and regulations 2- Staff building capacity 3- Provide information on site

<p>19- Lack of information about visitors' need</p> <p>20- Visitor drive by them-self (security of others)</p> <p>21- Limit speed of transport at Phnom Bakheng</p>	<p>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)</p> <p>2- Not really open for national and international visitors (website not updated)</p> <p>3- Visitors don't know that Angkor has many temples</p> <p>4- ANA doesn't promote Angkor</p> <p>5- Lack of information</p> <p>6- Lack of promotion of other attraction</p> <p>7- Lack of collaboration in communication</p> <p>8- National visitors don't know about the communication of the destination</p> <p>9- Limited communication (personal)</p>	<p>1- Update information in websites (public and private)</p> <p>2- ANA must think more about tourism promotion</p> <p>3- Promote different attractions (culture and civilization)</p> <p>4- Regular communication</p> <p>5- More communication abroad (private)</p> <p>6- More promotion outside Angkor through social media</p> <p>7- Mouth to mouth (bad and good image)</p> <p>8- Put banners</p> <p>9- Use local culture to promote (food, traditional games)</p>	<p>1- Social media</p> <p>2- Telegram</p> <p>3- Start from good understanding of local people</p> <p>4- Improve work in the same time and together</p> <p>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"> 1- Many tourists in a group with only one tour guide (30-40 pax) 2- Traffic 3- Waste 4- Circuit (big group) 5- Parking / traffic 6- No parking for bicycle (foreigner) and motorbike (national visitor) 7- Anarchic sellers at temples 8- Network 	<ul style="list-style-type: none"> 1- Limit number of tourists in the group 2- Organize parking and put signs 3- More education (national visitors) + Education, signage 4- Communication with drivers 5- Organize parking for bicycle and motorbike 6- Implement a strict mechanism and no corruption 7- Discuss with travel agency 8- Include in guide training 9- Organize parking 10- Signage (sometimes, not well installed) 11- More training tour guide 	<ul style="list-style-type: none"> 1- Discuss with TO/TA, and determine the limit number in the group 2- Collaborate with Traffic police and communicate with other institutions 3- Implement the "Fines policy" for anarchic parking, waste disposal and push bringing waste out 4- Invitation for meeting, training, seminar 5- Collaborate with ministry of tourism 6- Collaborate with sellers 	<ul style="list-style-type: none"> 1- Meeting with Travel agencies 2- Reports 3- Discussion and collaboration with concerned stakeholders 4- Create "Annual Cleaning Day" 5- Participation the cleaning activity

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"> 1- Collaboration with concerned institutions 	<ul style="list-style-type: none"> 1- Strengthen relationship (Administration) 2- Information sharing (widely) 3- Ensure the security of the destination (skill Secours) 4- Information and people in charge on site + necessary equipment 5- Give priority of visit to handicap and elder people (e.g.: Ta Prohm) 		

Report on discussion with stakeholders on

“The current tourism situation in Siem Reap-Angkor, strategy and action plan”

- **Date:** 19/09/19
- **Stakeholders:** Siem Reap Provincial Administration, Administration of Siem Reap Municipality, AE, Dpt. Provincial of Tourism, Polices, Siem Reap EDC, Siem Reap Water Supply Authority, 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. Comment:
 - i. Strength: **NO COMMENT**
 - ii. Weakness: **NO COMMENT**
 - iii. Problems 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 criterion 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?
<ul style="list-style-type: none"> 1- Management (flow) and knowledge about national and international visitors is limited 2- Chinese? 3- Korean? 4- Western? 5- National? 6- Tourists visit the same places (Angkor + Tonle Sap) 7- A lot of visitors don't come back to town for lunch 8- Seasonality 9- Transport 10- Hygiene (dust, muddy) and social order 11- Infrastructure (road, parking) 12- Visitor feelings 13- No artificial attractions 14- Motivation (tourism) 15- Ticket price 16- Sellers (mobile, increase) 17- Telephone network 18- Too high price for visitors 	<ul style="list-style-type: none"> 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 Koulen) 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 	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> 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

	17- Encourage participation and 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	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)	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 participates to the collect of waste 2- Participation of local people (liquid waste) 3- Cleanness starts from us 4- Waste reuse

6- Social order (security and sellers) 7- Light along the road (cycling path) 8- Public toilets at temples area	7- Enforce the implementation of the law (sellers and construction) 8- Build more electric columns (sunset and sunrise) 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

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

- **Date:** 20/09/19
- **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. Comment:
 - i. Strength: **NO COMMENT**
 - ii. Weakness: **NO COMMENT**
 - iii. Problems 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?
<ul style="list-style-type: none"> 1- No clear data on number of national visitors 2- National visitor doesn'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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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?
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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?
<ul style="list-style-type: none"> 1- Social orders 2- Environment pollution 3- Impacts on temples and culture 	<ul style="list-style-type: none"> 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 tour guide) 	<ul style="list-style-type: none"> 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 2- Human resource	1- Encourage collaboration	1- Regular meetings	

Report on discussion with stakeholders on

“The current tourism situation in Siem Reap-Angkor, strategy and action plan”

- **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 National Authority
 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. Comment:
 - i. Strength: **NO COMMENT**
 - ii. Weakness: **NO COMMENT**
 - iii. Problems 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 Siem Reap Administration, 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 National Authority, 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 tourist 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 (e.g.: 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"> 1- Social order 2- Infrastructures (road) 3- Itineraries of visit (sometimes too many temples) 4- Don't really understand visitors' needs 5- Some communes don't have visitors 6- Don't show own characteristic of attraction 7- Hygiene 8- Guide use loud speaker and provide bad image / information about leader of the country to visitors 9- Visitors stay a few days and accommodation owner don't take care of visitors. 10- Local people don't receive much benefit from tourism. 11- No agreement on management standard and some leaders are not talented 12- Human resource + language + hospitality 13- Non harmonized construction 	<ul style="list-style-type: none"> 1- Enforce law implementation with concerned authorities 2- Should have inter-ministerial committee to develop in the same direction (e.g.: road, clean water system, evacuation system, electricity, cable...= master plan to manage infrastructure development) 3- Include visit of nature, temples, local lifestyle in itineraries of visit 4- Create more attractions 5- Study the nationalities of visitors and needs according to different nationalities 6- Build confidence for visitors 7- Must have visitor management strategy (security / social order) 8- Signage (orientation with distance indication). Reduce number of traffic sings + maintenance 9- Create more attractions (artificial and nature) 10- Events 11- Manage business 12- Educate local people about tourism and hospitality 13- Educate guide to understand their role and duties 14- Environment Day (monthly) 15- Create house model (sample) 16- Master plan on style (construction) 17- Use electric vehicle (moto) 	<ul style="list-style-type: none"> 1- Law enforcement with participation of concerned authority (business, social order) + communication 2- Budget to support 3- Encourage participation 4- Involve authorities in itinerary elaboration (temples, nature, construction for agriculture, attraction...) 5- Elaborate standard and measure to enforce management and law 6- Improve hospitality (driver with visitors) 7- Elaborate mechanism to manage actors in tourism activities 8- Put bins 9- Communicate roles and responsibilities 10- Guide training (recycling every 6 months) 11- Investment from private or community 	<ul style="list-style-type: none"> 1- Enforce the mechanism of Province, town and district forces 2- Strong collaboration 3- Concerned authorities have to facilitate the elaboration of itineraries of visit 4- Educate local people about hospitality 5- Ensure safety and security of visitors (local security and control points) 6- Participation from local people to reduce waste

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"> 1- Tourism service (transport, hotel, guesthouse, restaurant, guides, at attraction...) 2- Some visitors are not happy with regulation of visit (dress) 3- Promotion is not wide and doesn't show the potentials of the country 	<ul style="list-style-type: none"> 1- Education and take measures 2- Facilitate some regulations (dress code) 3- Adapt with markets and take experience from other countries 4- Create a mechanism for more promotion (public and private) 5- More promotion (TV, social media, press...) 6- Price promotion 7- Price standard 	<ul style="list-style-type: none"> 1- Collaboration between public and private 	<ul style="list-style-type: none"> 1- Department provincial of culture and information

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"> 1- Subjects raised by guides to the tourists, out of line, negatives (politics etc.) 2- The sellers proposing counterfeit products to the visitors 3- Environment: Pollution of the air 4- Illegal construction 	<ul style="list-style-type: none"> 1- Guide them and train them with short training 2- Reinforce the commercial law 3- Garbage collection on time, and forbid the population to burn the garbage. 4- Modern and clean transportation (electric car) 5- Should have a (common) master plan 	<ul style="list-style-type: none"> 1- The departments of Tourism of Siem Reap to guide them, train them, follow up and sanction (by letter). 2- Should communicate about the commercial law 3- More workers and tools. Communication by the local authorities, More investment by the garbage collection companies 4- The royal government and the APSARA National Authority should work together 	

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 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. 3- 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”

- **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 National Authority
 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. Comment:

i. Strength: **NO COMMENT**

ii. Weakness: **NO COMMENT**

iii. Problems raised in general

- Congestion at Commaille road in the morning, near check point (local people go to work)
- Many new constructions 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 e.g.: Phnom Bok (is it possible for APSARA National Authority 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 National Authority 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?
<ul style="list-style-type: none"> 1- Same itinerary of visit (every year) 2- Quality of services (guide, commission, restaurants, fake souvenir) 3- Road / landscape/ Public transport 4- Visitors' behavior (some disturb, no respect of regulations of visit, scattered everywhere) 5- Over price (inacceptable) 6- Guide (information interpretation, training in culture, civilization) 7- Environment not well maintained 8- Food 	<ul style="list-style-type: none"> 1- Study different itineraries of visit 2- Enforce quality through training and seminar 3- Improve infrastructure and maintenance Respect of traffic laws 4- Communicate information before visitor arrival to avoid complain Provide information about history, culture, civilization 5- Manage business in tourism 6- Train tour guides, enhance skills 7- Should plant flowered trees such as Romdoul <ul style="list-style-type: none"> - Should involve authorities as well as local people - Regular maintenance, collect of garbage 8- Promote Khmer food through restaurants, tour guides and concerned sectors, exhibitions, flyers and photos <ul style="list-style-type: none"> - Take care of hygiene and presentation of food - Indicate price - Regulation of price - Educate owners about visitor needs - Education and Communication 	<ul style="list-style-type: none"> - Meeting / seminar with stakeholders (public and private) - Communicate law and regulation, take strict measures - Education about culture, life style through tour guide or TA and concerned authorities 	<ul style="list-style-type: none"> - Collaboration between all stakeholders - Communication and Education

9- Hotel and Guest house 10-Social Order 11-Security			
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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- 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&B places - enlarge</p> <p>6- Decrease of tourists 7- Political no stable 8- Infrastructure 9- Noise of foreigners 10-Social order (sellers) 11-Some rocs are scattered around pagodas 12-Authorize the bus with tourist to cross the park without checking the ticket</p>	<ol style="list-style-type: none"> 1- Put rules to open an F&B business and the authorities should control it, the ministry of public health etc... 2- Regular control 3- Communicate and educate, even for businesses that have already license 4- Find a specific place to put the sellers 5- Forbid to eat on the grass in front of the moat in front of AW 6- Inform and sanction 7- Reinforce public security by law 8- Staff to retrieve the hammocks and store them safely <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 seller</p> <p>- Staff with appropriate tools</p> <p>- Apply the law</p>	<p>- ANA staffs + sellers</p> <p>- Collaborate with committee of the pagoda</p> <p>- ANA staffs should be at all the points where the road is crossing</p>
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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 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”

- **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:

- Problems 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, World Heritage... to stop story telling giving a false image of Angkor
 - Organize and educate the sellers, Remork
 - 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

- Problems 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 data.**

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

<p>2. FLOW</p> <ul style="list-style-type: none"> - Big seasonality How to reduce the gap between attendance during high and low season? - Diversify the visits of temple <ul style="list-style-type: none"> → Temple classification starring temples = It will lead tourists focused on best starred temples It will increase the number of visitors at best starred temples → Temple restriction? - Services/ Facilities <ul style="list-style-type: none"> → Quality of visit went down except in Banteay Srei 	<ul style="list-style-type: none"> 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 - Classification including other activities and landscape surrounding - Propose an Angkor Pass including activities beyond temple - Study the carrying capacity of temples with high attendance rate and limit the visits - Follow the model of Banteay Srei and adapt it to other temples (Interpretation center, sellers...) - Train or retrain the Tour Guides with involvement of APSARA National Authority - Inform the visitors proposing a brochure with main information - Organize the sellers to enhance quality of visit and reduce waste, pollution, chaos and avoid disturbing the visitors during their visit 	<ul style="list-style-type: none"> - 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...) - Illumination but keeping authenticity and creating UNIQUE EVENT - 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?
<p>Promotion of the site: Same image and message used "Kingdom of Wonder" out of date, lack of promotion abroad, competition with Thailand and Vietnam</p>	<ul style="list-style-type: none"> - MOT to change promotional campaign, image and message = More modern, Website more dynamic - Work on different products (food, countryside, activities...) - Promotional supports (brochure, film...) <ul style="list-style-type: none"> → Encourage independent bloggers/writers → Arrange for film, photo competition → Promotion abroad → Get tourist feedback to improve quality → Diversify the packages → Use promotional support of Thailand and Vietnam to diversify the image of destination (SR not only temples) 		

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"> - Tourist behavior - Waste - Level of life of local people 	<ul style="list-style-type: none"> - Tour guide to be trained either by APSARA National Authority - Arrange for workshop about restoration works done by International team - Arrange for educational campaign - Set up strong rules and policy - Reduce plastic use - Arrange for clean-up day once a week - To improve it: <ul style="list-style-type: none"> - Educate the young generation - Community development 		

	- Promote the existing activities in the villages but avoiding bringing mass tourism and changing their way of life		
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Topic 4: To ensure a better protection and management of the destination

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

Report on discussion with stakeholders on

“The current tourism situation in Siem Reap-Angkor, strategy and action plan”

- **Date:** 03/10/19
- **Stakeholders:** Governor and Head of Provincial Departments (*Governor and 12 collaborators as attached*)
- **Organizers:**
 1. H.E SOK Sangvar Deputy Director General of APSARA National Authority
 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. Comment:
 - i. Strength: **NO COMMENT**
 - ii. Weakness: **NO COMMENT**
 - iii. Problems 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 Siem Reap Administration 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 e.g.: 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 National Authority 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 National Authority

Report on discussion with stakeholders on

“The current tourism situation in Siem Reap-Angkor, strategy and action plan”

- **Date:** 04/10/19

- **Stakeholders:** Restaurants (10/21 People as attached)

- **Organizers:**

1. H.E SOK Sangvar Deputy Director General of APSARA National Authority
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. Comment:

i. Strength: **NO COMMENT**

ii. Weakness: **NO COMMENT**

iii. Problems 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: Siem Reap Administration food and commission, as they don't pay tax. Problems: guide and driver don't bring many visitors back to restaurant in Administration of Siem Reap Municipality
- 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 Administration of Siem Reap Municipality
- Limit number of visitors 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? e.g.: 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>Data collection</p> <p>1- Counting national visitors</p> <p>2- Seasonality</p>	<ul style="list-style-type: none"> - 1 entrance/exit for visitors - Survey satisfaction after visit - Online ticket purchase - Ticket for everyone (Cambodian and foreigner) - Ask when enter to the site (ask a few information) - Take photos at one time every place to have random? - Adapt with markets (training and quality) - Find possibility to reduce prices and create activities e.g.: Tree planting, cycling... - Attract more national visitors 	<ul style="list-style-type: none"> - Flow/ building check point - Collect data from TA - Effective website - Ticketing in each temple - Manual record from each guard - National need digital pass - Only one institution collects one data, to combine with others' - Invite celebrity or leaders to join special activity 	<ul style="list-style-type: none"> - Partnership/campaign with restaurants & hotels to offer something to visitors who answer

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"> - Think about promotion with low budget (social media, celebrity, Trip Advisor “push and follow”) - Facilitate shooting for promotion (request process) - Create memorial places e.g.: garden with the name of celebrity who make donation 	<ul style="list-style-type: none"> - Budget for promotion - Network coverage 	

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

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"> - Collaboration <p>Lack of communication between authorities, public & private sectors (Provincial, MoT, ANA, Airport, CTF/CHA – hotels, resto, tourism associations, SIC, Capital Area Transportation Authority, Pacific Asia Travel Association, Chamber of Commerce, other ministries involved)</p>	<ul style="list-style-type: none"> - Regular meetings with required participants/representatives from stakeholders with workshop and action plan - Encourage understanding, start from public to private - Communicate the same goal 	<ul style="list-style-type: none"> - 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...) 	<ul style="list-style-type: none"> - Be involved by representing the private sector association

Report on discussion with stakeholders on

“The current tourism situation in Siem Reap-Angkor, strategy and action plan”

- **Date:** 07/10/19
- **Stakeholders:** Guides (4/18 People as attached)
- **Organizers:**
 1. H.E SOK Sangvar Deputy Director General of APSARA National Authority
 2. Mrs. Myriam BESCHAOUCH Consultant
 3. Mrs. OUM Marady Deputy Director of Department
 4. Mr. YOU Chantha Official
 5. Mr. TEA Sunarith Staff
- **Logistics:**
 1. Mrs. VEASNA Makara Staff
 2. Mr. CHEA Mengly Staff
- **Results:**
 - I- Diagnosis**
 - a. Comment:
 - i. Strength: **NO COMMENT**
 - ii. Weakness: **NO COMMENT**
 - iii. Problems 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 (e.g.: 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 e.g.: Access to the 3rd 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 3rd 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?
<p>1- Data on visitors</p> <p>2- Seasonality</p> <p>3- Itinerary</p>	<ul style="list-style-type: none"> - Work with TAs who have data on their visitor's profile - Questionnaire - Survey at Departure at the airport - Trip Advisor feed back - Counting national visitors at entrances - Provide special offers during low season (Free visa, could be for specific nationalities, or longer validity, so visitor can return) - Organize cultural events (inform at least 6 months ahead) - Light at temples for specific period only (could be visit from outside the temples to avoid negatives impacts) - Encourage direct flight - Review ticket price (1day ticket to see all 3 major temples, then go to temples in the outside park) - Should have ticket options e.g.: include Phnom Koulén, Beng Mealea... 	<ul style="list-style-type: none"> - Well explain and communicate the objective - Ask assistance from Tour guide to provide information about their clients (e.g.: Japanese need very clean toilets,) through seminar - Communication ahead 	

Topic 2: To improve the marketing of the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
1- Promotion and communication	<ul style="list-style-type: none"> - Embassy could help for promotion - Online promotion - Should invite tour guide join fairs for better promotion (language/knowledge) - Facilitate shooting process (difficult to get permission from ANA) - Change images for promotion 	<ul style="list-style-type: none"> - Provide list of contacts person 	

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- Commission	<ul style="list-style-type: none"> - limit commission e.g.: Restaurant in the park (Srah Srang) provide high commission, reduce the proportion and quality of food - Should show prices for services at Tonle Sap - Fix a service standard and price 		

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- Collaboration	<ul style="list-style-type: none"> - More discussion, and solve problems with reasonable suggestions - Provide more time for discussion in order to give real comments 		

Report on discussion with stakeholders on

“The current tourism situation in Siem Reap-Angkor, strategy and action plan”

- **Date:** 08/10/19
- **Stakeholders:** Guides (11/18 People as attached)
- **Organizers:**
 1. H.E SOK Sangvar Deputy Director General of APSARA National Authority
 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
- **Logistics:**
 1. Mrs. VEASNA Makara Staff
 2. Mr. CHEA Mengly Staff
 3. Mrs. KROUCH Sreipeou Staff
- **Results:**
 - I- **Diagnosis**
 - a. Comment:
 - i. Strength: **NO COMMENT**
 - ii. Weakness: **NO COMMENT**
 - iii. Problems 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 3rd 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 (e.g.: 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 problem of boat drivers, kids do massage/cry for money, blame visitors, bad behavior
- At Phsar Chas: start to have thief

iv. Requests

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

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"> - Attract independent visitors - Work on ticket price - Promote specificities of each temples 		

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> - Sign boards in Angkor Wat and Bayon - The guides in front of Angkor Wat - Raise the price of the ticket to 50\$ - Do not encourage the tourists to buy souvenirs or products in the park 	<ul style="list-style-type: none"> - Directional signs for the visitors, because they lose themselves in the temple - 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. - 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?
<ul style="list-style-type: none"> - Private with the state - Encourage the staffs, especially the one who protects Angkor - Products in the zone and in the village 	<ul style="list-style-type: none"> - Meet each other during the conferences - Train the agents of the tourism - Invite also guide out of association for discussion - Raise the salary 		<ul style="list-style-type: none"> - 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”

- **Date:** 09/10/19
- **Stakeholders:** Guides (4/18 People as attached)
- **Organizers:**
 1. H.E SOK Sangvar Deputy Director General of APSARA National Authority
 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
- **Logistics:**
 1. Mrs. VEASNA Makara Staff
 2. Mr. CHEA Mengly Staff
 3. Mrs. KROUCH Sreipeou Staff
- **Results:**
 - I- **Diagnosis**
 - a. Comment:
 - i. Strength: **NO COMMENT**
 - ii. Weakness: **NO COMMENT**
 - iii. Problems 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 too 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"> - Survey/counting - Seasonality - Itinerary - Quality 	<ul style="list-style-type: none"> - Record at entrances by giving free ticket - Provide an extra free service (e.g.: toilets, bring x number of used tickets to get a gift etc.;) - Use sticker on transport and take opportunity to get and provide information - Collaborate with stakeholders who also do survey + training - Survey at departure at the airport for international visitors and at restaurants or drink shop for national visitors - Provide new product which respect the values of the destination - Adapt with markets - Facilitate transportation (road/flight) - Event to attract national visitors - Duration of visit is short, so it's hard to add small temples the itinerary of visit - Should rehabilitate roads to access small temples at Phnom Koulen (laterite path) - Building capacity - Strong implementation of law and regulations 	<ul style="list-style-type: none"> - Staff asks and/or explain questions with clear purpose explanation and use uniforms - Angkor Air always delay (evening flight) - Communication news - Boat driver at Tonle Sap (kid and woman), too fast. Should limit the speed and train boat drivers 	

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	<ul style="list-style-type: none"> - Even strong promotion, some markets 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?
- Environment / trash	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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?
	<ul style="list-style-type: none"> - More open discussion and meeting 		

Report on discussion with stakeholders on

“The current tourism situation in Siem Reap-Angkor, strategy and action plan”

- **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 National Authority
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

- **Logistics:**

1. Mr. CHEA Mengly Staff
2. Mrs. KROUCH Sreipeou Staff
3. Mrs. VEASNA Makara Staff

- **Results:**

- **I- Diagnosis**

- a. Comment:

- i. Strength: **NO COMMENT**

- ii. Weakness: **NO COMMENT**

- iii. Problems 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 Siem Reap city, not allow new construction that does not respect the authentic architectural style of Siem Reap. Tourists are looking for the heritage values of cities, so keep the urban heritage of Siem Reap (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.
- ANA 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 Angkor Wat in the morning.

- Not accurate promotion of destination. Create events to attract more visitors during low season with for instance the participation of Embassies presents in Cambodia organizing cultural events in public places.
 - Waste: collection, no sorting, burning trash
 - Plastic, Siem Reap-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> <ul style="list-style-type: none"> - Lack of data - Lack of answer to the issues raised by TO/TA - Surveys <p>2- Counting clients</p> <p>3- Seasonality</p>	<ul style="list-style-type: none"> - Institutions to determine whom your stakeholder is and understand him. - Create one nucleus of governance Unique Observatory Unit - Study the needs per market (Chinese different from Western) - Survey at ticket booth - Working session with tour guides - International=Access control by digital pass - National=control the vehicles or issue a free pass - Insert in the pass all info needed to have a better knowledge - Counting vehicles by sensor system - Using phone (allow tracking) - Better communication (it is raining everywhere in Asia) 	<ul style="list-style-type: none"> - License/Tax/Patent - Maybe external - Coach/trainer to focus on all parties to go straight to main goals - 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. - TO/TA to communicate what these groups are doing, their needs - Explain the reasons and security. Communication campaign - Fix entrance and exit, install system - Promote the "low season" as <ul style="list-style-type: none"> ➤ September, Photography period ➤ Family time in July and August 	<ul style="list-style-type: none"> - Produce data reporting of the passengers - Share passion for the country - In general feedback is not recorded. When negative, sent directly to the concerned stakeholders i.e. Hotel, Restaurants or Airport. - Promotion in South East Asia to attract foreigners leaving there

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<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"> - Promote the low season diversifying the market, reducing the price of pass adapting it for family or students - Promote the culture - Rainy season = green landscape - Reconsider temple pass - Spread visitors - Diversify circuit, trekking, bicycle with map and points of interests, visit of villages - Change one day pass policy - Push the 3 days pass - Pass for sunrise - More Hospital with international standard, Emergency service/First Aid in Angkor site with Ambulance (future Parvis), Intensive Care Unit, accepting all the Insurance 	<ul style="list-style-type: none"> - Create Festivals - Ranking Temple not allowing to visit the masterpieces on same day - Path for pedestrian - Path for bicycle - 1day pass including visit of only 1 masterpiece or 1day pass allowing to visit 2 masterpieces but during 2 days, though to increase the length of stay in SR - 3 days Pass including free entrance to Museum 	<ul style="list-style-type: none"> - Partner with stakeholders, Embassies - Alliance Française launching Movie Festival in French with Khmer subtitles to help to get more French visitors - Fashion show, Photo festival - 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 - Partnership with concerned stakeholders and NGO

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
5- Health 6- SR Foreigner residents and Tourism Stakeholders	<ul style="list-style-type: none"> - Units for special treatment requested by retired people - Free pass 		

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"> - Same image and message - Lack of skills of MoT rep sent to promote the destination in fairs - Lack of knowledge of destination - Marketing 	<ul style="list-style-type: none"> - To be trained about communication - Professional services to be hired for <ul style="list-style-type: none"> ⇒ Booth ⇒ Image ⇒ Hostess ⇒ Motto - Students/Hostess speaking the language of country organizing fairs or at least good English - TV production, YouTube documentaries - Bloggers, journalists, CNN, BBC by destination (Kep/Kampot – SR/ANGKOR – Beach...) - Use image, slogan suitable to market targeted 	<p>Link with professionals from private sector</p> <ul style="list-style-type: none"> - Students to be dedicated to represent their country - Appointments at fairs - Invitation for free (visa and temple pass) to capture the site especially in case of ceremonies - Get in touch with media specialized in World Heritage and Leisure 	<p>MoT to collaborate with Private sector (not a success so far)</p>

	- Promotion of destination and another one for the country	- MoT to allow budget and train people in charge of communication and promotion	
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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?
<ul style="list-style-type: none"> - Construction - Urban Heritage destroyed - Trash 	<ul style="list-style-type: none"> - Control/stop hotels construction - Help people who maintain it - Establish rules and regulations for all - Ban plastic at the destination - National clean up day 	<ul style="list-style-type: none"> - Set up strict rules and regulations - Permit with green impact - Set up rules with fine - Water = Refill station - Stop selling plastic, stop wrapping vegetables and fruits on plastic film, stop use of plastic bags - Welcome visitors with a reusable bottle with a strong message “keep our country clean - Education for all - Add 2 dollars to the pass to collect trash and do campaign - Come up with a calendar 2020 ban of plastic bottle 2021 ban of plastic bag - Education campaign - Ban burning trash 	<ul style="list-style-type: none"> - TO/TA Green attitude - Work with all stakeholders from producer, provider to seller and buyer - Work with school children/ students to create projects and draw the picture on the reusable bottle - Work with all concerned departments and ministries - All involved - All involved

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<ul style="list-style-type: none"> - Sorting/ Recycling - Sellers - Street food - Commission (tour guides) - Signage - Picnic - Pollution – transport (bus) 	<ul style="list-style-type: none"> - Strict rules and regulations - Create a Khmer company to do it - Strict rules and regulations - Come up with a standard (architecture, dress code, products made in Cambodia, hygiene, garbage...) that will protect the values - No brand - No respect of rules no license - One area, clean and safe - Street food market with strict norms - Stop giving commission will improve the quality - Offer to give in return a gift to clients and tip to tour guide - Directional, informative - Arrange one area to control food truck, trash, flow 	<ul style="list-style-type: none"> - Fine if no respect - 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) - Replace Boxville by street food - Implement of code of conduct 	<ul style="list-style-type: none"> - TO/TA will bring their clients

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

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

Report on discussion with stakeholders on

“The current tourism situation in Siem Reap-Angkor, strategy and action plan”

- **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 National Authority
 - 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
- **Logistics:**
 - 1- Mr. CHEA Mengly Staff
 - 2- Mrs. KROUCH Sreipeou Staff
 - 3- Mrs. VEASNA Makara Staff
- **Results:**
 - I- Diagnosis**
 - a. Comment:
 - i. Strength: **NO COMMENT**
 - ii. Weakness: **NO COMMENT**
 - iii. Problems raised in general
 - Pressure on main temples keep increasing
 - Increase of price pass was too high, fast. Private sectors 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 beneficence 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 Artisans Angkor 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 ANA 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 Private sectors 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> <ul style="list-style-type: none"> - General feedback of visitors on tour guides is bad - Temples overcrowded - Cleanness of the whole country - F&B proposal - Chinese behavior <ul style="list-style-type: none"> - Lack of data <ul style="list-style-type: none"> - 60 years old visitors not well known <ul style="list-style-type: none"> - Tourism sector agents paying for Angkor pass 	<ul style="list-style-type: none"> - 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...) - Should be aware about best photo spots. <ul style="list-style-type: none"> - Share feedback forms with TO/TA, to get regular feedback and more accurate profile 	<ul style="list-style-type: none"> - Through Angkor.com.kh 	<ul style="list-style-type: none"> - Airport (website and in situ) - Artisans Angkor - TO/TA will ask tour guides to fill it

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<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> <ul style="list-style-type: none"> - Reduce the visits at the 3 masterpieces - Remote temples less visited 	<ul style="list-style-type: none"> - Free pass for inspection or for promoting the destination inviting TA from abroad to visit temples - Issue local ticket and determine special control access to avoid queuing at checkpoints - 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 - Stop seeing it as an issue and start promoting and communicating on a professional level - Change message for "Enjoy Rainy season green season" - July-August, promotion of family time - Offer a free visa during low season will not solve the seasonality, better to work on marketing - PASS more expensive for those who want to visit the 3 masterpieces on same day - PASS package - Open temples at certain hours: Sunrise, Sunset, people more than happy to pay more for exclusive experience 	<ul style="list-style-type: none"> - Ticket booth for national visitors near the main temples - Change image of the destination - Allow budget - Hire expert in tourism promotion and work with Private Sectors - offer special price 	

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
- Extension of length of stay	<ul style="list-style-type: none"> - Difficult to propose in circuit because of length of stay - Ticket on spot - More flexible ticket - Play with price, pass package 		

Topic 2: To improve the marketing of the destination

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
<p>1- 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>	<ul style="list-style-type: none"> - Comparative study with countries surrounding - Fix prices Propose prices adapted to market (families) - Festival Concert Movies Fashion shows - INVOLVE EXPERTS and PS to help to promote the country - Stop commission from VISA 	<ul style="list-style-type: none"> - MoT to allow BUDGET, invite Private sector to attend fairs - Welcome center at airport could be an issue because of staff 	

Issues raised	Suggestions (action)	How to proceed?	How can they be involved?
		- App in all languages	<ul style="list-style-type: none"> - AIRPORT to put a screen wall with all info's = all stakeholders involved, airport and Artisans Angkor ready to sponsor - Done by prof from all countries (TOP 10 visitors)

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

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

Report on discussion with stakeholders on

“The current tourism situation in Siem Reap-Angkor, strategy and action plan”

- **Date:** 16/10/19
- **Stakeholders:** Hotels (4/18 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. YOU Chantha Official
 5. Mr. TEA Sunarith Staff
- **Logistic:**
 1. Mrs. VEASNA Makara Staff
- **Results:**
 - I- **Diagnosis**
 - a. Comment:
 - i. Strength: **NO COMMENT**
 - ii. Weakness: **NO COMMENT**
 - iii. Problems 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>DATA</p> <ul style="list-style-type: none"> - Counting national visitors <ul style="list-style-type: none"> ✓ Figures from different Institutions are clashing ✓ Difficulties to get the accurate numbers from hotel - Data scattered 	<ul style="list-style-type: none"> - Trend may help to have a better idea for nationalities, percentage - 1 common database 	<p>Hotel to report</p> <ul style="list-style-type: none"> - MoT, MoF, AE, Province, ANA to allocate a budget to designate a team in charge of this task - Identify the data needed to answer to all stakeholders' needs 	<ul style="list-style-type: none"> - Cannot count on hotel because issue with some unlicensed ones - Collaboration, establish a dialogue with Gvt and all concerned stakeholders
<p>EXTENSION OF STAY</p>	<ul style="list-style-type: none"> - Classification of temples/ restriction to visit masterpieces on same day 	<ul style="list-style-type: none"> - Change of package promotion - Change of ticket policy - Collaboration with Gvt, MoT, MoF, AE, ANA 	<ul style="list-style-type: none"> - Skills about hospitality
<p>FLOW MANAGEMENT</p>	<ul style="list-style-type: none"> - ANA to communicate vision and stakeholders will help - Parvis for all temples 		
<p>TOUR GUIDES</p>	<ul style="list-style-type: none"> - To be trained by ANA to enhance skills and knowledge in archeology, water network, ecosystem, social (everything beyond temples) 	<ul style="list-style-type: none"> - Training criteria to be sent up by MoT and ANA, license condition - Arrange training on regular basis 	
<p>SEASONALITY</p> <p>Attract more tourists or diversify the flow</p>	<ul style="list-style-type: none"> - Events, Festival - World Buddhism Day 		

<p>CYCLING circuit</p> <p>New products</p>	<ul style="list-style-type: none"> - Including path to temples, countryside, mountain - Barray and Kbal Spean to be seen as potential, as products - Open the investments to 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?
<ul style="list-style-type: none"> - STUDY THE COUNTRIES IN COMPETITION WITH CAMBODIA - Sales, International promotion and Marketing not done on proper way - Shooting, photos, events to be used as a way of promotion - Events as promotional tool - Change image and message used 	<ul style="list-style-type: none"> - Understand how the countries surrounding Cambodia answered to same issues faced i.e. seasonality, more visitors - Review the image, message - Allocate budget, professional team - Identify temples for movies, wedding, wellness, photos - Take the 25th anniversary as an opportunity of promotion, invite PS to attend - ANA to identify and propose professional photos of temples to be used 	<ul style="list-style-type: none"> - Benchmark, analysis, copy and adopt - Give permission for free but not for commercial use - Ask in counterpart to share and be able to use photos, films for free - Provide material to private sector 	<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"> - Code of conduct not promoted on national level - Speakers - Restaurants in Srah Srang - Mess around Hospitals No waiting area - Shops, sellers, restaurants - Souvenirs - Drivers (messy parking's, dress and behavior not appropriate) - Commission - Damage on stones - Tonle Sap (Chong Khneas) - Plastic - Kids selling some souvenir 	<ul style="list-style-type: none"> - Large campaign - Change by earpieces - To remove - Better management of welcome area for patients, clean surroundings - Allocate a place to regroup them and control (hygiene, cleanness) - Made in Cambodia products to represent culture and Heritage - ANA to fix rules and regulations - STOP - Reduce the numbers of tourists per group, study the carrying capacity, provide special shoes ... - Clean on regular basis - Wild campaign - BAN but proposing solutions, starting in one temple as pilot project 	<ul style="list-style-type: none"> - Propose standard for all, rules and regulations - Collaborate with all stakeholders, come up with solutions and schedule 	<ul style="list-style-type: none"> - Private sectors to bring their customers

- Music measures	- Well manage the area, the place		
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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>COLLABORATION Lack of dialogue Stakeholders not answering or less involved, not attending</p> <p>ANA to communicate about the development of the Angkor site ✓ To allow a better promotion</p>	<ul style="list-style-type: none"> - To implement action, focus on small groups for 1 particular task - Invite the relevant people and ask to not send staff - Share report about discussions in order to for meetings to be more efficient - Press conference - Share plans with private sector - More transparency - Open to private investments with bidding - Newsletter to get a better knowledge about development and conservation, and recent discoveries 	<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”

- **Date:** 16/10/19 from 2 to 4 PM
- **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 Sotheara 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. Comment:
 - i. Strength: **NO COMMENT**
 - ii. Weakness: **NO COMMENT**
 - iii. Problems 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. Private sectors 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 National Authority, its mission or achievements. Should communicate more and PS should be involved and aware. APSARA National Authority to invite private sectors to inform them regularly about conservation and development of the site. Newsletter, Website and Facebook in English so they can follow.
 - Governance: private sectors 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? private sectors very disappointed by meeting organized with Experts from MoT waiting for a real brainstorming/round table to be really involved.
 - Private sectors need 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: Private sectors is wondering is 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, actin 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
 - Private sectors 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 National Authority
- 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”

- **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. Comment:

i. Strength: **NO COMMENT**

ii. Weakness: **NO COMMENT**

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

Topic 2: To improve the marketing of the destination

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

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- Lots 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 répétiteurs. 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 répétiteurs" et en créant des nouveaux produits (shows 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 8th 2019 FROM 3 TO 4.30 PM
IN H.E DG MEETING ROOM

PARTICIPANTS:

H.E Dr. HANG Peou (DG), H.E 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^d 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 16th until Oct 21st 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 14th.

MINUTES

Professor:

1st 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,

2nd point:

- For each action, 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 Siem Reap, at Angkor. Even for zone 3 and 4 who responsible, province or APSARA National Authority?

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 14th, 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 ANA 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 tasks 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 ANA Dpt. for private and public institutions outside ANA
- 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 Dpt. can ask for the budget. Indeed, some tasks are part of daily mission of some Dpt. (like action 6) so budget could be available, some other Dpt. 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)
- ANA 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 ANA 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 ANA is the manager of the site, it means possibility to conduct survey on field

DDG:

- One of the requests 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 14th 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 ANA (DDG)
Mrs. OUM Marady (OM)
Mr. SENG Sotheara (SS)
Mr. ANG Pheakdey (AP)
Mrs. DJEHANE Myriam (MD)
Mr. YOU Chantha (YC)
Mr. SEN Set
Mr. 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 16th until Oct 21st 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 sellers 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 figure, recognize by all the stakeholders in the working group

7th 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 World heritage list.

MoC

- We have to maintain, to develop Siem Reap Angkor and not only the World heritage.
- It is messy, Angkor needs to stay a historical and a religious site
- Angkor can't go alone, because Siem Reap 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

6th person at the MoC side

- Think that we should change the word "enhance"
- The high member of the government goes 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 Siem Reap Angkor, it is the MoT place, so we have to see how our study can integrate, complete their master plan of Siem Reap
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, they 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 have 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 action 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 exploit 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 action
- 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 project
- 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

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