Angkor

World Heritage Area

Tourism Management Plan

December 2012

Contents

Preface

The Angkor World Heritage Site is an outstanding part of the heritage of humanity in its representation of universal cultural values. As Cambodia prepares to host the 37th session of the World Heritage Committee in 2013, our nation is proud to present this Tourism Management Plan, aimed to help conserve and present the Angkor World Heritage site for generations to come.

The depiction of Angkor Wat on our national flag shows Angkor as an indelible part of Cambodia's cultural identity. Angkor is also a sacred lived-in landscape for many thousands of local people. Yet, beyond its national significance, Angkor also represents an extraordinary phase in human history, displays outstanding creative and technical accomplishments and is one of the world's most extensive archaeological sites.

As Angkor becomes increasingly popular with both domestic and international tourists we must meet the important challenge of conserving the site while making it even more accessible and meaningful to visitors. Managing Angkor's heritage sustainably requires managing tourism. Close collaboration between the Royal Government of Cambodia and the tourism industry is vitally important in this endeavour, and we must deploy our Government resources with great care and thought.

This Tourism Management Plan will facilitate management and coordination of the rapidly growing tourism industry at Angkor by improving visitors' experiences, minimising impacts, creating partnerships with the tourism industry, providing benefits to local people and engaging with all stakeholders.

Preparation of the Tourism Management Plan has been a collaborative and consultative effort involving contributions from the APSARA National Authority, the Ministry of Tourism and UNESCO, as well as by representatives from the tourism industry and from local communities. It has been undertaken within the broader Heritage Management Framework project, jointly supported by the Royal Government of Cambodia, the Australian Government and UNESCO, and facilitated by Australian consultants from Godden Mackay Logan.

The Tourism Management Plan has been endorsed by the APSARA National Authority, UNESCO and the International Coordinating Committee for the Safeguarding and Development of the Historic Site of Angkor (ICC-Angkor).

The Royal Government of Cambodia expresses its appreciation to all who have contributed to its development, and commits itself to the long-term conservation and presentation of the Angkor World Heritage Site through compliance with and delivery of the important policies and programs of this Tourism Management Plan.

H.E. Dr. SOK AN
Deputy Prime Minister
Chairman of the APSARA National Authority
Chairman of the Heritage Management Framework Steering Committee

Context, Background and Process

This Tourism Management Plan (TMP) has been prepared by the Angkor Heritage Management Framework (HMF) project team, at the request of the International Coordinating Committee, for the Safeguarding and Development of the Historic Site of Angkor (the ICC) and the APSARA National Authority (APSARA), with support from the United Nations Educational Scientific and Cultural Organisation (UNESCO) and the Governments of Cambodia and Australia.

Preparation of the TMP has been supervised by the HMF Project Chief, His Excellency Dr Hang Peou and has involved: field visits, research, review of key documents, meetings with the APSARA National Authority, interviews with participants in the tourism industry and workshops with the HMF Technical Committee.

A draft TMP was developed on the basis of information provided by APSARA in response to a preliminary outline prepared by the Angkor HMF project team in August 2011. The APSARA submission, which was prepared by Ms Chau Sun Kérya, was approved by the Ministry of Tourism and signed by the Chairman of the APSARA National Authority, His Excellency Dr Sok An, in September 2011.

A 'Tourism Industry Stakeholder Workshop' and a 'Community, Monks and NGO Workshop' were held in Siem Reap in March 2012. The draft TMP was considered and endorsed in principle at the 21st Technical Session of the ICC held in Siem Reap in June 2012. At this time the ICC Ad Hoc Experts on Sustainable Development and APSARA provided valuable feedback and suggestions. A further two day working session involving the Scientific Secretary of the ICC, APSARA, UNESCO, the Ministry of Tourism and the HMF project team was held in September 2012. A one day 'implementation' workshop was held in December 2012 at which the implementation plans for the priority actions identified in the TMP were considered.

A revised draft TMP was placed on exhibition during October 2012 and more than 20 submissions were received. Additional comments were provided by Ms Chau Sun Kérya with the approval of the APSARA Director General, His Excellency Mr Bun Narith and by Mr Jean-Marie Furt, ICC Ad Hoc Expert on Sustainable Development. All of these comments have been considered in preparing this 'final' version of the TMP which was submitted and endorsed at the 19th Plenary Session of the ICC in December 2012.

Synopsis

Angkor is an outstanding World Heritage site, as well as a national icon that is part of the Cambodian sense of identity, and a spiritual landscape in which Khmer people have lived for many generations. People around the world are increasingly gaining awareness of the importance of Angkor and its central part in the extraordinary history of the Khmer civilisation. The scale, symbolism and wonder of Angkor captivates audiences long before they visit, and has continued to impress tourists from across the world.

Successful marketing by the Cambodian Ministry of Tourism and the parallel awakening of the global community to the wonders of Angkor have created an ever-growing stream of visitors. The increasing popularity of Angkor as a tourist destination has created benefits, but also caused impacts, development pressures and environmental issues which must now be carefully managed in order to conserve Angkor's heritage significance and integrity. Over recent years, the combined efforts of the Royal Cambodian Government, the APSARA National Authority (the Authority for the Protection and Management of Angkor and the Region of Siem Reap) and the international community to address key challenges have seen the Angkor World Heritage Site removed from the 'List of World Heritage in Danger'. These concerted efforts will need to continue as the challenges from the growth in tourism and its associated development pressures continue to grow.

Tourism development offers some wonderful opportunities for the Angkor World Heritage Site itself, its people and for the national economy. The tourism industry is interested in working collaboratively with Cambodian Government agencies to improve the sustainability of tourism at Angkor. There are some excellent tourism operators and products, and new opportunities are being explored to celebrate Khmer heritage and improve prosperity for one of Cambodia's poorest provinces. Goodwill being generated by tourism can help support local community initiatives, promote continuing cultural practices, and attract resources for physical conservation.

While there are positives, there are also ongoing risks that the economic benefits from tourism will not necessarily flow on effectively to local communities. Meanwhile, the visitor experience itself is beginning to be diminished by overcrowding. Congestion and unsupervised behaviour can lead to physical damage of the temples; all the more so when tourists do not have an appreciation of the spiritual significance of the site and behave in inappropriate ways. There is an inherent challenge in protecting and managing Angkor's heritage in the face of burgeoning tourist numbers, which have more than doubled in the last 10 years.

In late 2010, the International Coordinating Committee for the Safeguarding and Development of the Historic Site of Angkor (the ICC) and the APSARA National Authority requested that a Tourism Management Plan (TMP) be incorporated within the 'Angkor Heritage Management Framework', which is being prepared with support from UNESCO (the United Nations Educational Scientific and Cultural Organisation) and the Governments of Cambodia and Australia. The TMP therefore incorporates and builds upon the considerable achievements of the APSARA National Authority and the Ministry of Tourism, which includes both existing visitor management initiatives and identification of a number of current issues. The TMP also incorporates substantial contributions from tourism industry stakeholders and responds particularly to issues and ideas identified during major industry and community workshops co-hosted by the Royal Government, the Australian Government, UNESCO, the Cambodian Ministry of Tourism and the APSARA National Authority in Siem Reap in March 2012. The TMP therefore reflects the perspectives of key decision-makers, including agencies of the Royal Cambodian Government and participants across all sectors of the tourism industry.

Major Issues at Angkor

Many interrelated and sometimes conflicting issues affect tourism at Angkor. While considerable efforts have been made to manage tourism at Angkor, rapidly growing tourism numbers have created a situation where the impacts arising directly and indirectly from tourism threaten the integrity of Angkor's World

Heritage values. The issues arising from tourism have drawn attention from the Royal Government of Cambodia, the ICC, the wider international conservation community and other stakeholders. Although some progress has been made in addressing the cumulative and growing impact of tourism, many issues remain and require urgent attention.

Some of the major issues include:

- **Managing Visitors at Angkor as Visitor Numbers Increase:** As the visitor numbers at Angkor continue to increase, it is imperative that greater controls on tourism be put in place and, ultimately, limits on the numbers of visitors in particular parts of the site will be necessary.

- **Understanding and Communicating Heritage Values:** A key objective of site management and interpretation at Angkor should be to conserve and communicate the range of environmental, hydrological and socio-cultural values, rather than limiting the experience of visitors to archaeological, aesthetic, architectural or artistic values. In particular, Angkor is a sacred landscape but is not always treated as such by many tourists, guides, and operators.

- **Site Impacts:** Ongoing impacts to the Angkor site from tourism include damage to monuments and environmental degradation, traffic congestion, littering and inappropriate parking, and degraded pathways. Other cumulative impacts relate to broader development pressures associated with increasing population growth in local villages and Siem Reap town, such as waste management, potential long-term effects on water quality and supply, and inadequate transportation systems leading to greater airborne pollution.

- **Visitor Experience, Behaviour and Safety:** Current management of tourism at Angkor is not directed at responding to different market needs, and conflicts can arise where different market sectors using the same locations at the same time have different expectations and requirements. The behaviour of management staff, guides and operators can influence visitors and service levels, and thereby can cause or avoid site impacts. Risks for visitors include lack of readily available first aid services, the height of some monuments, and harassment from touts and other visitors.

- **Infrastructure and Transport:** Current infrastructure does not meet the needs of growing visitor numbers and there is a need to further manage transport flow and reduce traffic congestion. Improved infrastructure is needed within and around temple enclosures such as parvis, toilets, bus, car and remork parking, walkways and rest areas.

- **Local People:** Although APSARA undertakes community participation projects to assist local communities, many local communities are not afforded some of the economic or other opportunities that arise from tourism at Angkor. Local communities also have concerns about the integrity of some traditions and cultural practices, inappropriate and disrespectful behaviour, and displacement, as visitors increasingly dominate the landscape.

- **Stakeholder Engagement:** Relationships between participants in tourism at Angkor need to be fostered so that there is better communication between all stakeholders, including government agencies, communities, tourism and transport operators and guides.

- **Governance:** The management of tourism through good governance requires improved allocation of resources and consistent and systematic enforcement of regulations. Both human and other resources need to be strengthened for effective management. There are opportunities to utilise revenue derived from tourism to ensure the protection, conservation and management of Angkor.

Key Policy Initiatives

The TMP provides a basis for managing and coordinating the rapidly-growing tourism industry at Angkor through an assessment of values, analysis of issues, and development of six key policy initiatives. For each initiative, there is an overall management aim, an analysis of specific problems to be addressed, and a series of clearly defined strategies and specific recommended actions. The six initiatives are:

1. promoting positive visitor experiences;
2. reducing site impacts;
3. partnering with industry;
4. providing benefits for local people;
5. improving governance; and
6. engaging with stakeholders.

- **Positive Visitor Experience:** The TMP proposes maximising the quality of experience for every visitor through diversification of the available range of visitor opportunities, so as to recognise that different visitors have different expectations and requirements. In particular, the identification of additional attractions, activities and routes (within the Angkor World Heritage Park, Siem Reap Town and surrounding places such as Chong Kneas or Koh Ker) can offer a wider spectrum of visitor opportunities and the ability to enjoy other aspects of Angkor's natural and cultural heritage. It also proposes a measurable increase in visitor satisfaction through improvement in the quality of tourism visitor services offered within the Park.

- **Reduced Site Impacts:** The TMP seeks to remove, prevent or minimise impacts from tourism through diversification of experiences, visitor education, management of visitor flows, and enhanced signage and interpretation. These initiatives will change the behaviour and perceptions of visitors and spread the load thereby reducing impact on particular temples.

- **Partnership with Industry:** The TMP establishes that tourism at Angkor requires a collaborative partnership with the tourism industry and regular communication, so as to create incentives for operators, and to change existing systems and products in ways which improve experiences, reduce site impacts and benefit local people.

- **Benefits for Local People:** The TMP fosters greater participation in tourism operations by local communities, so as to provide direct economic benefits and alleviate rural poverty. Consultative processes will promote greater recognition, acceptance and celebration of local cultural beliefs, practices and traditions, thereby enriching both local people and visitors. Local people need assistance in developing, producing and selling local products (both activities and crafts) directly to visitors.

- **Governance:** The TMP recognises that, consistent with Principle 8 of Principles for Sustainable Tourism at World Heritage Properties, Cambodian Government agencies must ensure that institutional structures and available resources reflect the requirements for effective management of tourism at Angkor, including implementation of this TMP.

- **Stakeholder Engagement:** The TMP promotes an open and engaging process for managing tourism at Angkor through regular communication, consultation and collaboration between and within government, industry, NGOs and local communities.

Major Initiatives

Underlying the specific recommended actions within these initiatives are proposals for significant changes which will require the support and involvement of government agencies and the tourism industry. The Tourism Management Plan therefore also emphasises the need for ongoing communication and collaboration. The TMP recommends augmentation of existing programmes already launched by APSARA and the Ministry of Tourism, as well as major new initiatives in the following areas:

A. **Integrate Management at Individual Temples:** Many of the issues and challenges at Angkor relate to the day-to-day operation of a few major temples. At these temples, there are opportunities to improve management by deploying existing resources differently, so that there can be a more responsive approach customised to particular circumstances at each temple. The appointment of Temple Managers at some major temples is an important component of this initiative.

B. **Visitor Flow Management:** At present, there are relatively few restrictions on where visitors at Angkor may go and what they may do. Given the rapid and continuing growth in visitor numbers, this approach is unsustainable and it is essential that both government and industry accept the need to introduce limitations and to manage visitor flow more actively.

C. **Transport System:** Arising from the inevitable need to manage visitor flow within the Angkor Park, an overall transport system is required. Such a system should be designed and implemented consultatively with industry. The system needs to address the vehicle and non-vehicle routes, modes of transport, directional flow and visitor numbers. A long-term objective is to remove buses and coasters from Angkor Park; in the short term from Angkor Thom.

D. **Visitor Orientation:** Visitor management at Angkor requires a common core orientation. Such an orientation could present both a briefing on appropriate visitor behaviour and basic information about

the history and significance of the Angkor World Heritage Site and thematic circuit options, as well as introducing the Angkor Visitor Code.

E. **Visitor Services and Experience:** Feedback from those involved in tourism suggests that there are substantial opportunities to improve the experience for visitors at Angkor. A strategic plan is required for improvement to existing facilities within the Angkor Park, particularly restrooms and food and beverage outlets.

F. **Tourist Guide Training:** The reputation of Angkor and the current visitor numbers warrant urgent attention to guiding standards and a collaborative approach between guide associations, industry and government. An important element in improving tourist guide training will be the 're-training' of existing guides by the APSARA National Authority.

G. **Local Craft:** One of the major opportunities for local people to share in the economic benefit of tourism at Angkor is through the manufacture and sale of local crafts. Tourists are often interested in buying local products, in preference to mass-produced standard products. Both government and industry can assist in providing training and opportunities for local craftspeople to sell locally made products.

H. **Ticketing:** Ticketing processes at Angkor have not kept pace with the burgeoning tourism market, nor with available technology, nor with best-practice at other major World Heritage sites. At present, the range of ticketing options at Angkor is not reflective of market demand, nor the need to reduce impacts and improve visitor experiences at major temple sites. Ticket pricing is a powerful potential tool for changing visitor behaviour.

I. **Industry Relationship and Communication:** Tourism at Angkor is a partnership. It cannot happen without both government and industry. Industry has demonstrated its eagerness to engage with government; to learn more, to provide feedback and to embrace opportunities to invest in new tourism products at Angkor. A new collaborative approach, continued willingness from government, and improved communication are all needed for this partnership to work effectively. The establishment of a Tourism Industry Consultative Group is very important.

J. **Siem Reap, the Tonle Sap and the Kulen Hills:** The Angkor World Heritage Park is a central element within a broader cultural landscape that incorporates the City of Siem Reap, the Tonle Sap Lake and the Kulen Hills, all of which form part of the physical and cultural setting for tourism at Angkor. It is therefore critical that management of tourism at Angkor is mindful of, and integrates with, conservation and tourism at these other places.

K. **Monitoring of Progress by the ICC:** Implementation of the TMP is fundamental to the long term conservation and management of Angkor World Heritage Park. The APSARA National Authority should provide a detailed implementation report on progress with the TMP overall and specific achievements on the identified 'Priority Actions' to every Technical Session of the ICC. The APSARA National Authority and ICC should collaboratively review and re-determine an appropriate set of 'Priority Actions' from the TMP at intervals of not less than 5 years.

Priority Actions

It is recognised that full implementation of the TMP will be a gradual and iterative process. Some initiatives are complex and need a substantial lead time to plan and implement fully. Conversely, some significant improvements can be achieved in the short term. The TMP therefore identifies opportunities for immediate improvement, recommending the following 'priority actions', which should be implemented as soon as possible, following government agreement and allocation of the necessary resources:

1. The APSARA National Authority, the Ministry of Tourism and the Siem Reap Provincial Government should give high priority to immediate appointment of the personnel needed for implementation of this TMP and ensure that these personnel can devote the necessary time and resources.

    i. The APSARA National Authority should appoint a single senior officer who is responsible for the management of tourism at Angkor, in accordance with this TMP.

    ii. The Ministry of Tourism should appoint a single officer who is responsible for implementing aspects of this TMP that relate to the Ministry of Tourism.

    iii. The Governor of Siem Reap Province should appoint a single officer who is responsible for implementing aspects of this TMP that relate to the Siem Reap Provincial Government.

    iv. APSARA National Authority personnel throughout the organisation should be allocated specific roles and responsibilities for implementation of the TMP.

2. The APSARA National Authority should determine an approach, prepare a detailed scope, and commission a 'Carrying Capacity Study' for the Angkor World Heritage Area and individual major temples, as a matter of urgency. The approach and scope should be informed by best practice at other World Heritage sites and the 'Risk Map' which is being developed as part of the Angkor Heritage Management Framework. Appropriate international donors should be approached to support this study.

3. The day-to-day operation of major temples with high visitation (such as Angkor Wat, the Bayon, Ta Prohm, Phnom Bakheng, Angkor Thom, Beng Mealea, and Banteay Srei) should be improved through a better integrated management system in which individual temple managers with authority to make decisions and direct personnel are appointed. Temple managers require training in site management and should be supported by a 'Manual for Site Managers'. All personnel employed at temples should be part of an integrated team, suitably trained and able to contribute to temple management, as needed. This system should be implemented in stages, commencing with Beng Mealea and a temple, to be selected, within the Angkor Park.

4. A 'Temple Classification System' should be prepared, using results from the 'Carrying Capacity Study', as well as consultation and collaborative input from the tourism industry and the APSARA National Authority. The Temple Classification System should identify different tourism market segments and different temples which provide experiences which correlate with those market segments.

5. The APSARA National Authority should undertake the necessary documentation, research and analysis to prepare a transport study for Angkor, Siem Reap and surrounding areas, leading to implementation of a new integrated transport system for Angkor Park. The study should involve international support and consider best-practice at other World Heritage sites. The new system should address the vehicle and non-vehicle routes, modes of transport, directional flow and potential for restrictions. The system should seek to reduce the use of large vehicles over time and focus on low-key and traditional transport.

6. The APSARA National Authority should prepare a new plan for visitor service infrastructure, focusing particularly on car parking, restrooms and food and beverage outlets.

7. The APSARA National Authority should implement a program of refresher training and a revised and enhanced training program for guides covering common core visitor orientation information, the Angkor Visitor Code and up-to-date accurate information about the history and significance of the Angkor World Heritage Site. This training should be based upon a collaborative approach between guide associations, industry and government.

8. Codes of conduct should be prepared for visitors, guides, and tourism industry operators at Angkor, with priority being given in the first instance to the development of an Angkor Visitor Code. The codes should be widely circulated and generally made available in multiple languages and innovative ways, which ensure that they are well-communicated to all participants in tourism in Angkor. Existing visitor regulations should be used as a starting point in preparing these codes.

9. In order to realise an effective partnership between private enterprise and the Royal Cambodian Government, an 'Industry Consultation Group', comprising representatives from different industry sectors and relevant government agencies should be convened on a quarterly basis to identify and discuss new initiatives, problems and opportunities. Members of the group should be expected to consult with and report back to their colleagues and associates from government and industry organisations.

10. The APSARA National Authority, the Ministry of Tourism, the Siem Reap Provincial Government, the Cambodian Association of Travel Agents, the Transport Association, the Tour Guides Association, and other agencies involved in tourism at Angkor should hold regular regional liaison meetings.

11. The APSARA National Authority should appoint a 'Tourism Industry Liaison Officer' (or officers), who can be the primary point of contact and problem-solver for the tourism industry.

12. The APSARA National Authority tourism industry liaison officer should be supported by a 'hotline' telephone number which visitors or operators can call when assistance is required.

13. The APSARA National Authority/official Angkor website should be updated and a permanent webmaster should be appointed. The webmaster should be supervised by the Director General and have access to the necessary resources to enable ongoing updating and management of the website. The APSARA National Authority webmaster should immediately implement a regular monthly e-newsletter to keep industry informed. The webmaster should be given authority by The Director General to collate and distribute relevant information.

14. Government should be proactive in its initiatives to facilitate the manufacture and sale of local crafts from local people directly to tourists at Angkor. The APSARA National Authority and other government and private agencies should actively support this process, through Angkor Handicraft Association certification and through ongoing training of local craftspeople.

15. The APSARA National Authority should establish a dedicated 'local crafts market' at a central location within the Angkor Park which has exclusive selling access for local people and guaranteed authenticity of local products for tourists. Consideration should be given to offering a 'fixed price' for all items sold at this market.

16. The APSARA National Authority and the Siem Reap Provincial Government should continue to collaborate to conserve and present the heritage of Siem Reap City as part of the Angkor World Heritage Site visitor experience. This management should include the conservation and interpretation of cultural features, enhancement of the environment, installation of infrastructure and improvements to facilities, so as to secure Siem Reap from the threat of floodwaters, provide essential visitor services (such as parking), and present attractive opportunities for visitors.

17. Recognising the connection between the Kulen Hills, Kbal Spean and Angkor, the Royal Government of Cambodia should, as soon as possible, prepare and implement a strategic overall plan for stopping deforestation, establishing re-afforestation, safeguarding historic monuments, protecting the environment and encouraging natural and cultural tourism for the Kulen Hills and Kbal Spean.

Implications

The policy initiative programmes, major initiatives and priority actions outlined above provide a comprehensive approach to tourism management at Angkor. These are fundamental, big-picture matters. Detailed attention to them and their implementation in some form is essential to the success of the TMP and the sustainable management of tourism at Angkor. These issues are complex and will require senior government and stakeholder engagement, as well as problem-solving skills and substantial changes to some present practices.

Managing heritage at Angkor requires managing tourism—so as to assess risks, conserve tangible and intangible values, enhance visitor experiences and guide development in a way which respects and provides opportunities and benefits, not only for the tourism industry, but for the thousands of Cambodian people for whom Angkor is a sacred place, a special home and a dramatic symbol of nation.

Preamble

This TMP has been prepared at the request of the APSARA National Authority, in accordance with a resolution by the International Coordinating Committee for the Safeguarding and Development of the Historic Site of Angkor (ICC).

The TMP is an important tool within the Angkor Heritage Management Framework (HMF), a collaborative project aimed at providing a policy and strategic framework for the ongoing conservation of the cultural and natural heritage values of the Angkor World Heritage Area (AWHA). The HMF provides an over-arching policy approach and a series of major initiatives with particular focus on 'Responsible Tourism Development'. The TMP provides the means for achieving this objective.

The TMP has recognised and incorporated existing work by the APSARA National Authority, including tourism management initiatives, problem identification, and industry and visitor surveys, as well as initiatives taken to-date by the Ministry for Tourism. This valuable work has been augmented through additional research, field inspection, consultation with industry participants and local community representatives, as well as a number of interactive workshops. Managing tourism at Angkor requires partnership between government and non-government stakeholders and the process for preparing the TMP has therefore included stakeholder engagement and interaction.

Recognising the importance of this collaborative partnership, the TMP has been prepared and structured to be used by:

- government agencies such as the APSARA National Authority, Ministry of Tourism and Siem Reap Provincial Government;
- the ICC in recommending policy approaches and monitoring the condition of the Angkor WHA;
- individual officials and officers with current or future management responsibility at Angkor;
- international missions which operate at Angkor;
- participants in the tourism industry—through all sectors and at all levels; and
- local communities: both formal groups and informal groups or individuals.
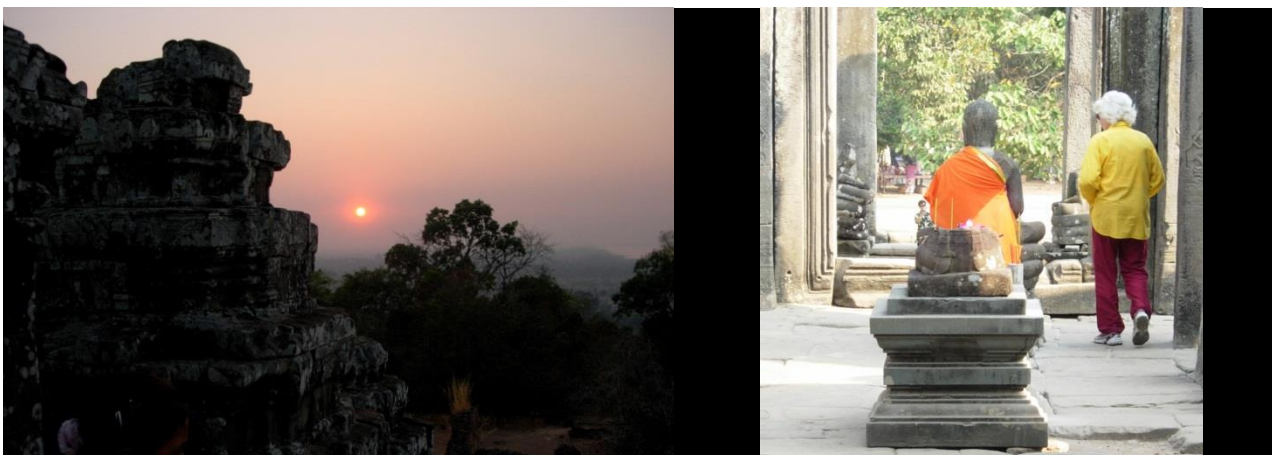
At its heart, the TMP is focused on delivering a common approach to tourism management which is accepted and used by all of these (and other) parties for coordinated tourism management at Angkor.

As a world-renowned cultural icon, Angkor is a key tourism destination within Cambodia, but is also part of a wider tourism offering which includes coastal resorts and Phnom Penh. However, there are also other existing or potential Cambodian tourism attractions with which Angkor has a potentially special and symbiotic relationship, including the Tonle Sap, Preah Vihear and Koh Ker. Understanding tourism in Angkor requires an understanding of this wider picture and recognition of the importance of Angkor's tourist industry as a critical and fast-growing vital component of the Cambodian economy.

The scale of tourism at Angkor has grown consistently and in recent years accelerated. The growth in tourism at Angkor is mirrored by the growth in Cambodian inbound tourism over the last two decades.
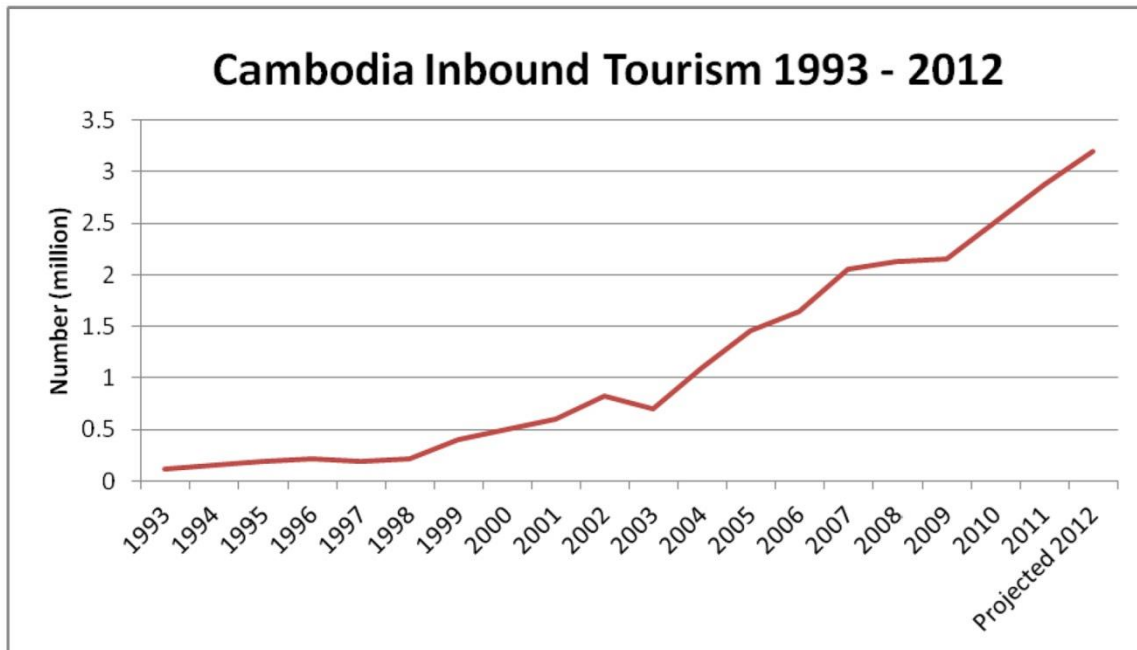
Figure 1 Growth in Cambodian Tourism 1993 – 2012
(Statistics and Tourism Information Department Ministry of Tourism, 2012).

As can be seen, the pressure from tourism growth will continue to build if this trend continues. There is a pressing urgency now for proactive management to put in place effective strategies which will balance the positive and negative effects of tourism.

The strategic management of tourism at Angkor to this point has evolved through several key initiatives:

In 1995 a Tourism Development Masterplan, prepared with funding from Agence Francaise de Développement (AFD), emphasised that APSARA's role in tourism should be one of stimulating the economy and creating jobs, while also meeting the expectations of visitors and keeping the monuments free from harm. In its principles, this document addressed the need to strive for 'quality' tourism experiences with Siem Reap as an 'international heritage tourism centre', as well as addressing the management of visitor flows across the site and the encouragement of financial spin-off from tourism, including creating jobs for local communities and Cambodian nationals.

In February 2006, the Japan International Cooperation Agency (JICA) completed a project titled Study on Integrated Master Plan for Sustainable Development of Siem Reap (2006 JICA Masterplan). This plan, while having broader scope than just tourism, provides an important component of an overall approach to sustainable tourism development at Angkor.

In 2007 a 'Tourism Aspects Report' was prepared as one of five component reports contributing to the Angkor Site Management Plan under a project funded by the New Zealand Agency for International Development (NZAID). This report analysed the current state of tourism to Angkor at that point, tracked the development of APSARA's tourism management approach, and then defined three key objectives for tourism management at Angkor—employing visitor use controls, encouraging greater participation of Cambodians in tourism, and building expertise to stimulate community-based tourism. Most importantly, the report recommended how APSARA could structurally improve its tourism management functions.

Each of these studies constructively advanced tourism management at Angkor by setting some important planning guidelines and establishing core principles. The escalating pressures of continued high growth in visitor numbers, however, has meant that new approaches need to be found, which particularly seek the tourism industry's active cooperation in creating workable solutions for sustainable development.

Building on the earlier tourism management studies, and more recent APSARA and Ministry of Tourism initiatives, this current TMP provides an important opportunity to formulate the framework that will provide the foundation for future sustainable development of tourism over the next decade and beyond. Being linked to the broader Angkor HMF, this TMP links tourism management strongly to the recognition, protection and celebration of Angkor's tangible and intangible heritage values.

The TMP recognises that Angkor World Heritage Park is a central element within a broader cultural landscape that incorporates the City of Siem Reap, the Tonle Sap Lake and the Kulen Hills, all of which form part of the physical and cultural setting for tourism at Angkor (Figure 2). The TMP therefore also addresses the urban cultural heritage of Siem Reap City and the need for action to address deforestation in the Kulen Hills.

The TMP provides an integrated set of policy initiatives which address major tourism issues at Angkor. Integrated into the TMP are APSARA existing initiatives, programs, and proposed initiatives, industry and community feedback, and the ideas and expertise of the HMF project team.
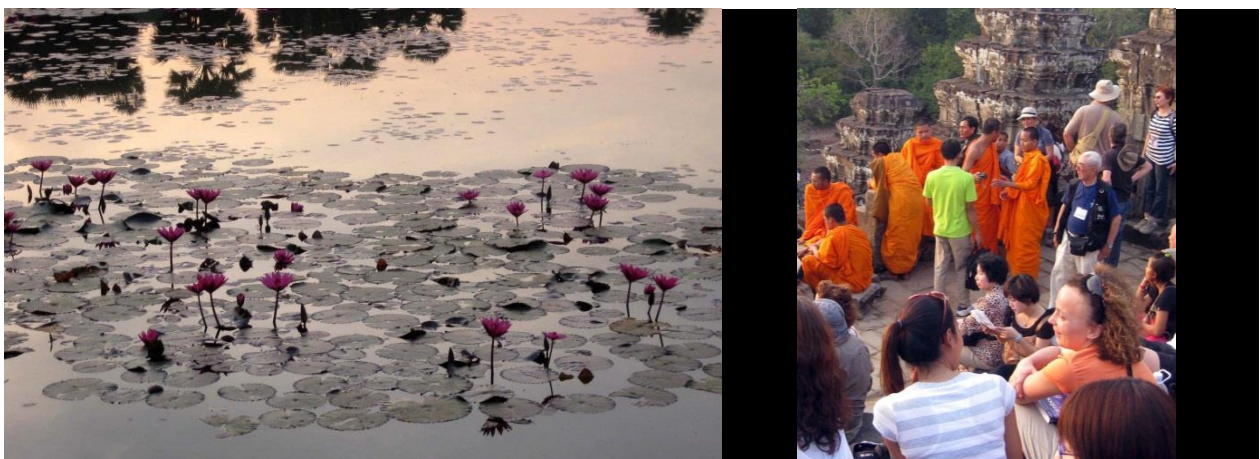
The need for development of the TMP is well founded in international, national and local legal requirements and statements of intent. The methodology developed is in line the World Heritage Convention and its Operational Guidelines, the Principles for Sustainable Tourism at World Heritage Sites, national legislation, national strategic tourism plans, the obligations and responsibilities of the APSARA National Authority, the role of the ICC, and the 2007 Angkor Management Plan. Proposed initiatives and programs are based on a wide range of experience gained by the consultants, APSARA staff, and international experts from research of similar situations and initiatives at other significant World Heritage Areas, and on best-practice cultural heritage management policies generally.

In line with these approaches, the TMP utilises the values-based management approach to natural and cultural heritage which is well established as global best practice, and which is favoured by the World Heritage Committee for management of World Heritage Areas. The methodology involves understanding all of the natural and cultural values of a place through analysis of background material, research, field survey and importantly, consultation, coupled with analysis of risks and issues which may affect these values, so as to develop integrated management solutions, in this case to tourism issues. A second and equally crucial element of the values-based planning methodology is that the people responsible for managing heritage places, and other key stakeholders, rather than the consultants, decide on key elements of the plan.

The TMP has been developed using interactive consultative processes so as to foster greater understanding and create commitment to its implementation. This implementation will require some substantial changes: new controls, different visitation patterns and some additional resources. It will also be essential to revise and align government agency structures, particularly within the APSARA National Authority. Successful implementation of the TMP will require the appointment of personnel with clearly defined robust functional roles within both the APSARA and the Ministry of Tourism, and a strong and effective relationship between them. It will also require an open and ongoing dialogue and an action-focused relationship with participants in the tourism industry at Angkor.
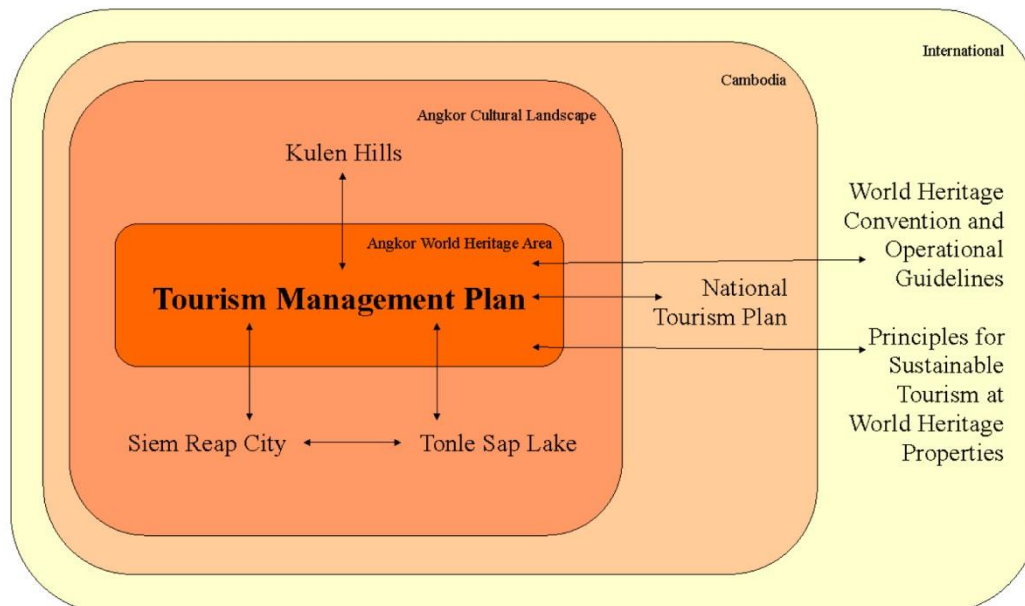
Figure 2 Relationships between the Angkor TMP, the broader cultural landscape of Angkor and national and international contexts

The Role of the Tourism Management Plan

The Tourism Management Plan provides an agreed approach for managing tourism at Angkor. The TMP is a major component of the Angkor Heritage Management Framework, which is a collaborative project between the Australian Government, the Royal Government of Cambodia and UNESCO. The HMF project will develop an overall basis for the ongoing conservation of the cultural and natural heritage values of the Angkor World Heritage Site, while improving governance and building capacity through training and participation by APSARA personnel. This framework is founded on a 'values-based' approach to heritage management which involves identification of all heritage values, as well as relevant issues, so that management policies can be identified which address the issues in a manner that ensures that important heritage and other values are retained.

Ideally, preparation of the HMF would occur before the development of the TMP. However, the issue of tourism management is regarded as critical and urgent by APSARA and the Royal Government of Cambodia, and it is certain that tourism is probably both the most immediate potential threat to the site, but also, if well-managed, tourism presents important opportunities for its conservation. Preparation of a separate TMP, within the overall framework of the HMF as currently developed, was therefore requested by the APSARA National Authority as a matter of priority. Preparation of the TMP also fulfils a specific recommendation from the International Co-ordinating Committee for the Safeguarding and Development of the Historic Site of Angkor (the ICC). The TMP will be a basic tool for the implementation of the HMF

In addition to the TMP, the HMF project has also included preparation of a GIS-based 'Risk Map' for the cultural and natural values of Angkor, capacity building training for officers from the APSARA National Authority and four pilot projects which have been used to develop and test some of the policies and initiatives of the HMF. The TMP will also be developed, refined and tested through the implementation of Pilot Projects at sites in and around Angkor.
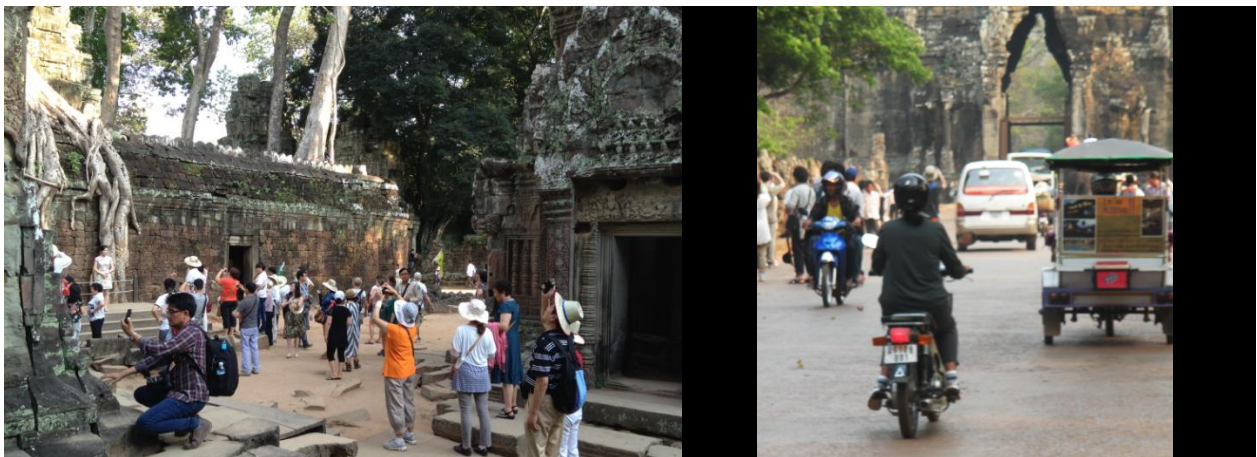
The Tourism Development Strategic Plan 2012–2020

The Angkor TMP aligns with the Cambodian Tourism Development Strategic Plan 2012–2020, which sets the vision for future tourism development in Cambodia through a series of strategies: tourism product development; tourism marketing and promotion; facilitation of travel and transport; tourism impact management; safety; regulation and human resource development. This Plan projects that Cambodia will receive 7 million international tourists and between 8 and 10 million domestic tourists in 2020, making a very significant contribution to GDP growth and living standards and creating around 800,000 jobs.

Key initiatives of the Tourism Development Strategic Plan 2012–2020 include development of tourism products through a destination diversification strategy, enhancement of the quality of tourism products and services, reinforcement of tourism laws and regulations and continuing the 'Clean city, Clean resort, and Good service' campaign. There is also a need for focus on establishing souvenir seller communities and associations, as well as developing tourism and eco-tourism communities, so as to contribute to the conservation and protection of natural and cultural resources—including rural traditions and customs. In this way local people can equitably benefit from tourism and other economic activities. Cooperation will be strengthened with the private sector to attract global and regional tourists, to expand activities, and to disseminate tourism more widely. The 'Cambodia: Kingdom of Wonder' campaign will continue to promote Khmer food and culture.

The Angkor World Heritage Area

Angkor can be defined on several different scales. The World Heritage property of Angkor is defined as the Archaeological Parks of Angkor, Roluos and Banteay Srei, comprising 400 square kilometres in the Cambodian plains between the Kulen Mountains in the North and the Tonle Sap Lake in the South. The 1994 Zoning and Environmental Monitoring Plan (ZEMP) for Angkor defined five zones covering several sites of archaeological, anthropological and historical interest outside of the 400 square kilometres. Recent research has identified the extent of Angkor as a mediaeval urban complex, covering around 1000 square kilometres—many times larger than the combined core and buffer zones of the current World Heritage property.

The APSARA National Authority is currently mandated to manage and protect Angkorian sites located outside of the Angkor World Heritage Site and established ZEMP zones, including sites at Beng Mealea, Koh Ker and in the Kulen Mountains among others.

The management of Angkor is also intricately linked to the town of Siem Reap located approximately 7 kilometres to the south of Angkor Thom (Figure 3). Visitors to Angkor experience the urban heritage of Siem Reap and most visitors are also accommodated and fed in the town. There is another important relationship with the Tonle Sap Lake, 10 kilometres to the south, which offers additional visitor experiences, including both natural and cultural attractions.

This TMP pertains to the Angkor World Heritage Area. The Angkor World Heritage Area is delineated for the purposes of this document as comprising:

- zones 1 and 2 of the World Heritage listed archaeological parks of Angkor, Roluous and Banteay Srei covering 400 square kilometres;
- the 1994 ZEMP zones (Figure 4);
- the core and buffer zones of Beng Mealea and Koh Ker; and
- all other sites within the greater Angkor area (Figure 5) under the jurisdiction of the APSARA National Authority.
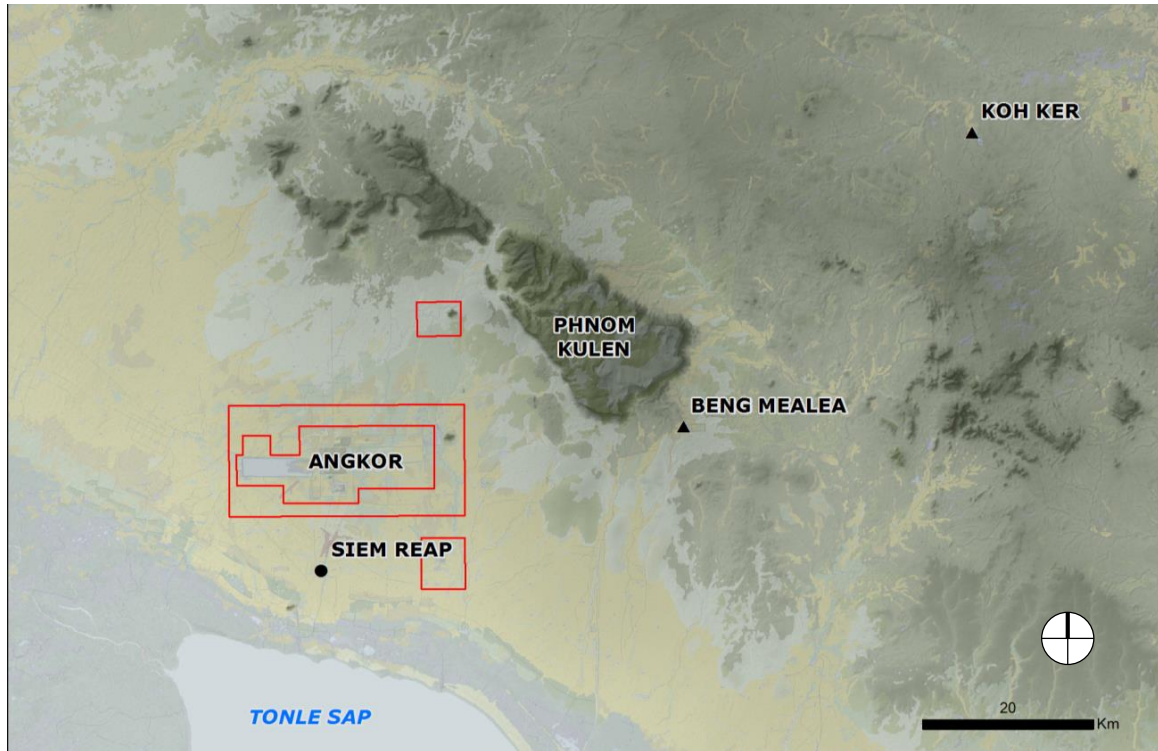
Figure 3 Angkor and its surroundings, including the Kulen Hills and Tonle Sap (Map: Damian Evans; Data:SRTM(NASA/JPL) and JICA/MPWT)
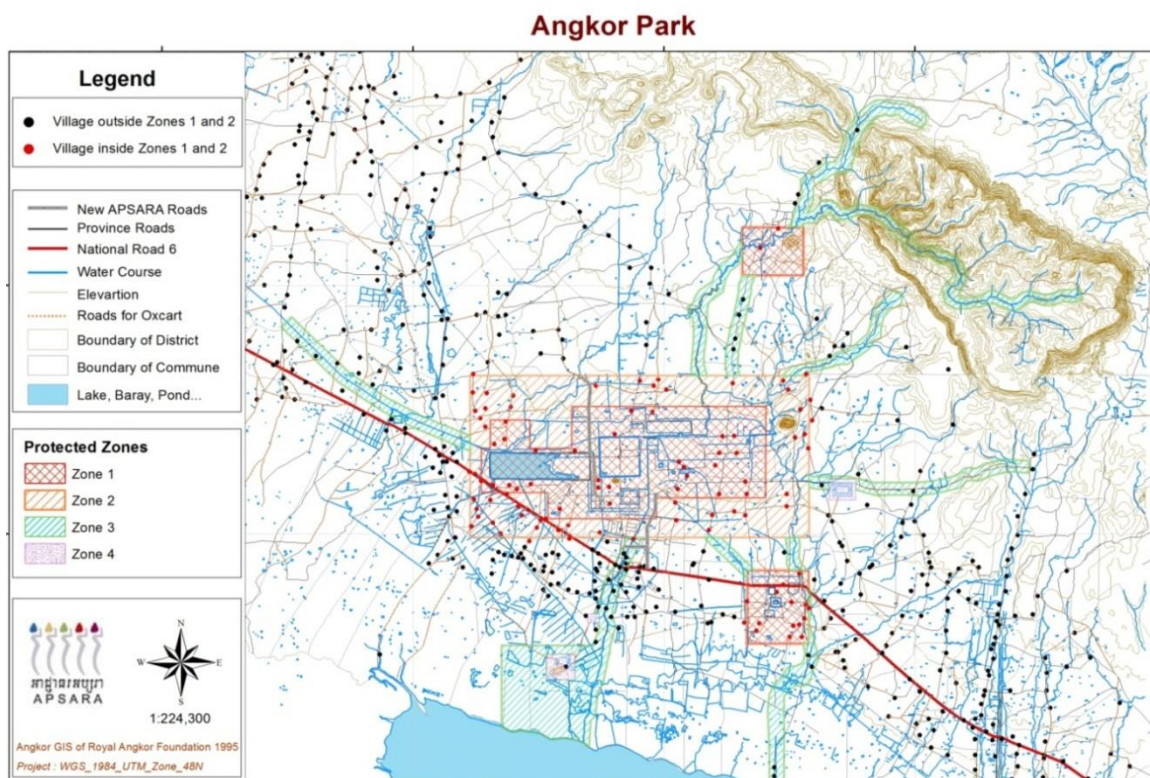
Figure 4 Zoning and Environmental Monitoring Plan Zones for Angkor (Kret 001 NS, May 28 2004)
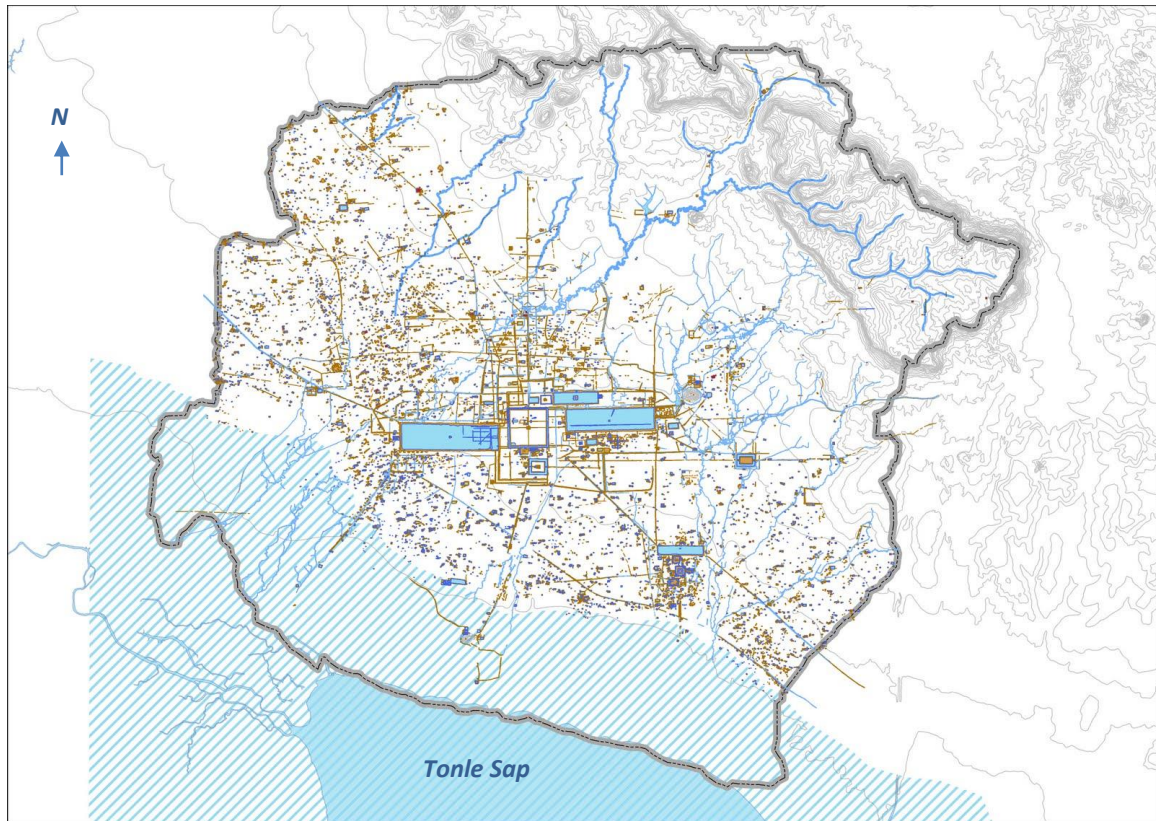
Figure 5 The greater Angkor area (Pottier and Evans 2007) This plan shows the extent of the Angkor catchment. The blue rectangles are barays, the central square is Angkor Thom, the dots show archaeological settlement or temple sites, and the brown lines ancient structures such as roads or canals.

Tourism Management Plan Structure

The Angkor HMF is founded upon an agreed set of natural and cultural heritage values, and the management of the Angkor World Heritage Area will be based on policies, programs, actions and decisions that conserve those values. This approach is known as 'values-based management'. In order to conserve the values, it is necessary to identify the issues which may affect them and to develop appropriate policies, strategies and actions for the management of those issues to ensure conservation of all values. This TMP adopts the same values assessment as the HMF, but provides an analysis of issues which is focused specifically on tourism. The TMP policies are presented as a succinct, simple statement which adopts the recently-developed Principles for Sustainable Tourism at World Heritage Properties and a set of six specific policy initiatives. For each initiative, there is a stated overall management aim, recognition of what has been achieved to date, a more detailed issues assessment, and then a series of strategies, each with prioritised recommended actions.

The structure of the TMP is summarised in the following diagram:
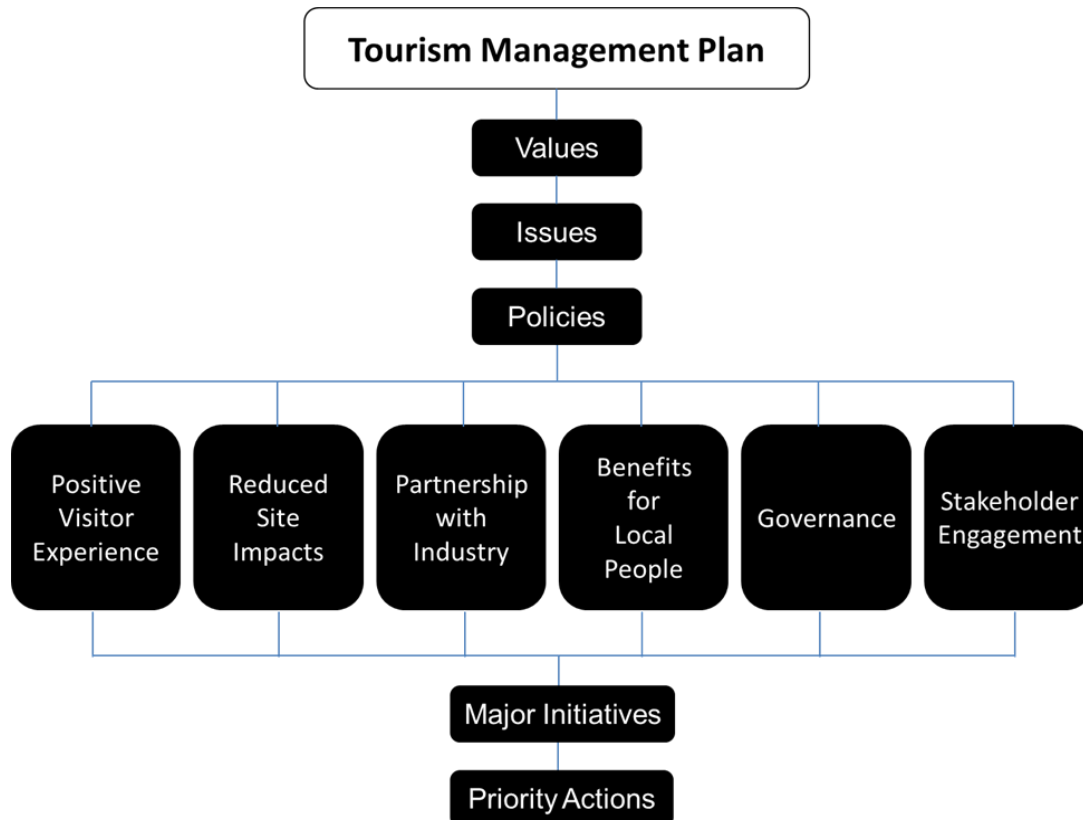
Values

The heritage values of Angkor are based upon the current World Heritage Committee Statement of Outstanding Universal Values, augmented by recent research work, the Living With Heritage project and the Angkor Heritage Management Framework and a recent summary statement by the ICC. The purpose of stating the values at the beginning of the plan is to make all users aware of the range and depth of these values, and to provide a benchmark against which any potential impacts of tourism, or any proposed policies and actions to mitigate these impacts can be assessed.

Issues

There are many issues affecting tourism at Angkor. The majority of these are identified in detail within each of the policy initiative sections of the TMP. However, in order to provide an overview context for the overall policy approach, eight major issues are briefly summarised: managing visitors at Angkor as visitor numbers increase; understanding and communicating heritage values; site impacts; visitor experience, behaviour and safety; infrastructure and transport; local people; stakeholder engagement; and governance.

Policies

The TMP exists within the over-arching structure provided by the HMF. The TMP is therefore consistent with and incorporates relevant policies from the HMF and previous relevant APSARA and ICC policy development. The TMP also incorporates the Principles for Sustainable Tourism at World Heritage Properties. The ensuing policy initiatives arise from this framework and an analysis of the values and issues.

Policy Initiatives

The TMP provides the basis for management and coordination of the rapidly-growing tourism industry at Angkor through six over-arching policy initiatives: improving visitor experiences, removing or minimising visitor impacts, partnering with the tourism industry, providing benefits to local people, effectively deploying existing resources, and engaging with stakeholders.

Major Initiatives

APSARA has made very considerable progress in addressing some of the issues outlined above. The TMP acknowledges these initiatives and recommends their continuation and augmentation. Additionally, significant changes to current institutional and management arrangements will be required to implement the TMP. The major initiatives arising from the TMP are briefly summarised at the end of the document as a focal point for decision-makers.

Priority Actions

Recognising that implementation of the TMP and its policy initiatives will take a considerable time, a succinct summation of priority actions is provided. These items include recommended actions which can be taken without delay, as well as urgent items and additional projects that are crucial to well-informed decision-making.

Glossary

The TMP also includes a short glossary of commonly used terms.

Heritage Values of Angkor
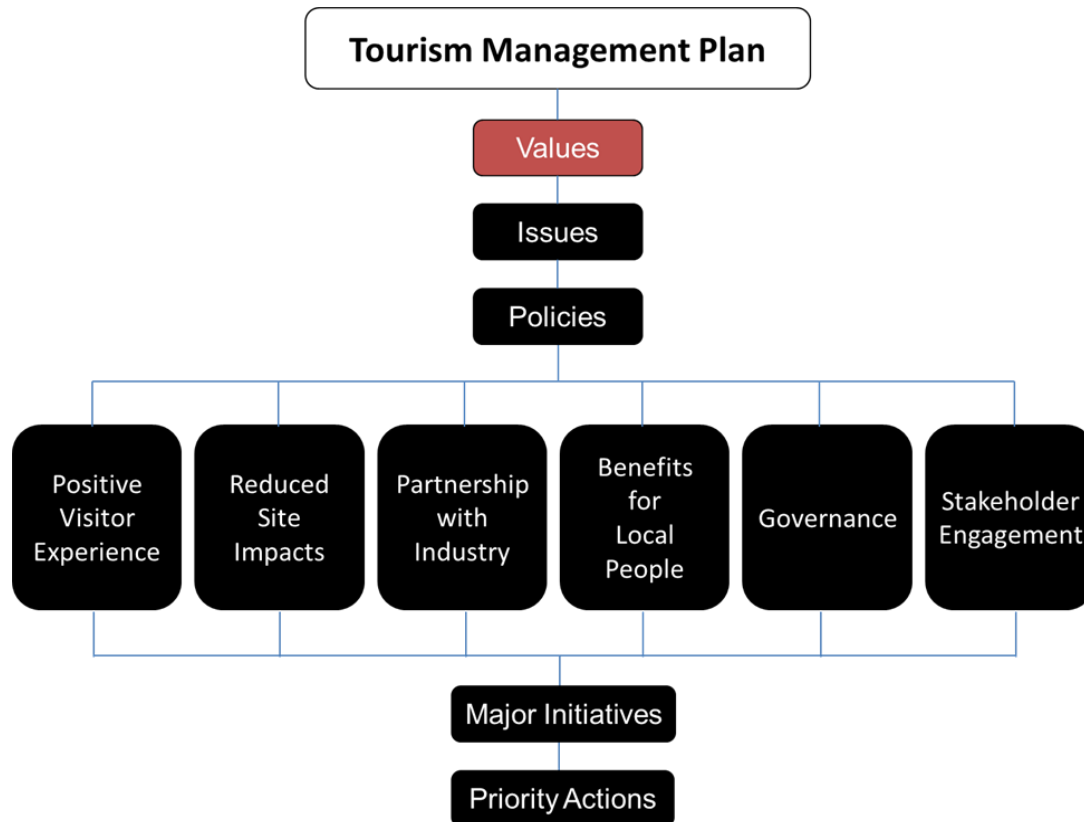
By any measure, Angkor is a place of outstanding cultural heritage value for the Cambodian people and for all of humanity. There are a number of recognised assessments of this heritage value.

Angkor World Heritage Area Citation and Statement of Outstanding Universal Value

Angkor was inscribed on the World Heritage List in December 1992 on the basis that it fulfilled four cultural criteria from the World Heritage Convention. These criteria were outlined in the ICOMOS Advisory Report No. 667 (September, 1992) as follows:

(i) The Angkor complex represents the entire range of Khmer art from the 9th to the 14th centuries, and includes a number of indisputable artistic masterpieces (eg Angkor Vat, the Bayon, Bantey Srei).

(ii) The influence of Khmer art, as developed at Angkor, was a profound one over much of south-east Asia and played a fundamental role in its distinctive evolution.

(iii) The Khmer empire of the 9th–14th 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 neighbouring cultural traditions. The result was a new artistic horizon in oriental art and architecture.

While these short statements establish the outstanding aesthetic, artistic, architectural and archaeological values of the Angkor World Heritage Site as perceived at the time of listing, they do not encapsulate the full range of heritage values represented by the AWHA. In 2011 the Royal Government of Cambodia prepared a new Retrospective Statement of Outstanding Universal Value (RSOUV) at the request of the World Heritage Committee. This statement, while it upholds the criteria upon which the site was initially listed, does make reference to Angkor's spiritual values, local population and intangible heritage. A brief synthesis from the RSOUV and the specific response to the World Heritage criteria are reproduced below.

Retrospective Statement of Outstanding Universal Value

- *Brief Synthesis:*
  Bearing memories of the past the extensive archaeological remains in modern-day Cambodia's northern province of Siem Reap, representing the period between the 9th and 4th centuries, have founded Khmer identity. Angkor is a geographical region with its remarkable monuments and artifacts representing spiritual values and artistic creation, subtly imbricated with urban planning. These values attain in Angkor a supreme expressive power and poise. The majestic temples set at the heart of each succeeding capital, amid the moats, "barays" (big basins acting as reservoirs of water) and dykes, still display what was once the highlight of Khmer civilization.
  The monuments are interspersed among backdrops of broken forest, rice paddies and large groves of trees. The Siem Reap River, as an entire part of sites' hydrological system, flows from its Kulen plateau headwaters in the northeast, down through the park and into the Tonle Sap Lake. The monuments are located in clusters, and they are often classified according to their geographic location because it is difficult to put them into groups according to their builders.
  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.
- *Criteria:*
  Criterion i: The Angkor complex represents the entire range of Khmer art from the 9th to the 14th centuries, and includes a number of indisputable artistic masterpieces (e.g. Angkor Vat, the Bayon, Banteay Srei).
  Criterion 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.
  Criterion iii: The Khmer Empire of the 9th–14th 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.
  Criterion 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 neighbouring cultural traditions. The result was a new artistic horizon in oriental art and architecture.

Angkor Heritage Values and Issues Report (August 2008)

Research conducted by APSARA and other international partners in recent years has identified additional scientific, symbolic and social values which also make an important contribution to the significance and meaning of Angkor.

The management and safeguarding of the full spectrum of Angkor's values is essential for the long-term conservation and sustainable development of the site. The *Angkor: Heritage Values and Issues Report* (August 2008), developed within the context of the Living with Heritage Project (2005–2009), provides a detailed analysis of the natural and cultural values of Angkor. This report further draws out some of the implications for the conservation and management of these values. The Values and Issues report suggests that:

The Great City of Angkor is a vast, complex place in which heritage values are vested in both physical evidence and intangible attributes. A major challenge for Angkor is to protect and manage this living and evolving heritage. A comprehensive understanding of the values of the place is crucial, but the paradox for Angkor is that as more values are understood, more threats and issues become apparent.

Contemporary management of the archaeological values of the Great City of Angkor is faced with a number of challenges, including the need to conserve and interpret archaeology while allowing the daily life of the inhabitants to continue. Changing land use, arrival of new technology and wider economic factors such as demographic change driven by urbanisation all serve to threaten the physical archaeological evidence.

The aesthetic values of Angkor have implications for burgeoning tourism. Controls and interventions are required to prevent loss of value through inappropriate visual intrusion (such as, for example, the daily queues of buses at Angkor Thom).

In the temple precincts, Angkor is a sacred landscape, requiring both continuing opportunities for local people to attend to traditional practices and appropriate behaviour from visitors. Respectful treatment of Angkor as a sacred place will require changes to some tourist practices (ranging from visitors' attire to the stories that are told by guides and the manner of their telling).

The living and contemporary nature of the heritage of the Great City of Angkor means that local people must be provided with opportunities to continue traditions, while at the same time enjoying evolving lifestyles and benefiting from the World Heritage status of Angkor.

Management must recognise that intangible attributes and cultural practices are part of Angkor's heritage value; the people, the physical environment, cultural practices, tourist activities and the local economy are

inseparable and are evolving together. A primary implication for future management is, therefore, the need for an interdependent series of relationships which engage with these interrelated values.

<ins>The ICC May 2010 Statement (May 2010)</ins>

The International Coordinating Committee for the Safeguarding and Development of the Historic Site of Angkor (May 2010), recognised the broad range of site attributes expressed in the *Angkor: Heritage Values and Issues Report* and outlined the characteristics of the site as:

1. *An archaeological park featuring centuries-old grandiose [sic] monuments and remains of cities built on top of one another. The site and the monuments it contains extend over a landscape marked by structuring elements of historical importance (ancient thoroughfares, barays, moats and canals, bridges) or more recent additions (approach roads and access paths on the temple perimeter areas).*

2. *A natural environment inseparable from the monuments, with a structured forest and various types of green cover, topographical features defining the landscape (Kulen Plateau and various phnoms or hills) and a waterworks system, a still striking reminder of by-gone hydraulics engineering prowess.*

3. *An environment in which some 100,000 inhabitants live and work, comprising 112 villages and hamlets throughout the 40,000 hectares of the site included on the World Heritage List. The key activity is agriculture, but the communities are also involved in cottage industry and small trade activities here and there.*

4. *A living religious space, with a great many pagodas in active use.*

5. *A famous tourist destination that is becoming increasingly popular as research, conservation and showcasing and site promotion efforts help multiply the places to see and interesting things to do.*

For tourism at Angkor to be effectively and sustainably managed, heritage values must be understood and protected. The policy initiatives within the TMP are designed to protect and enhance the heritage values of Angkor.

Major Issues
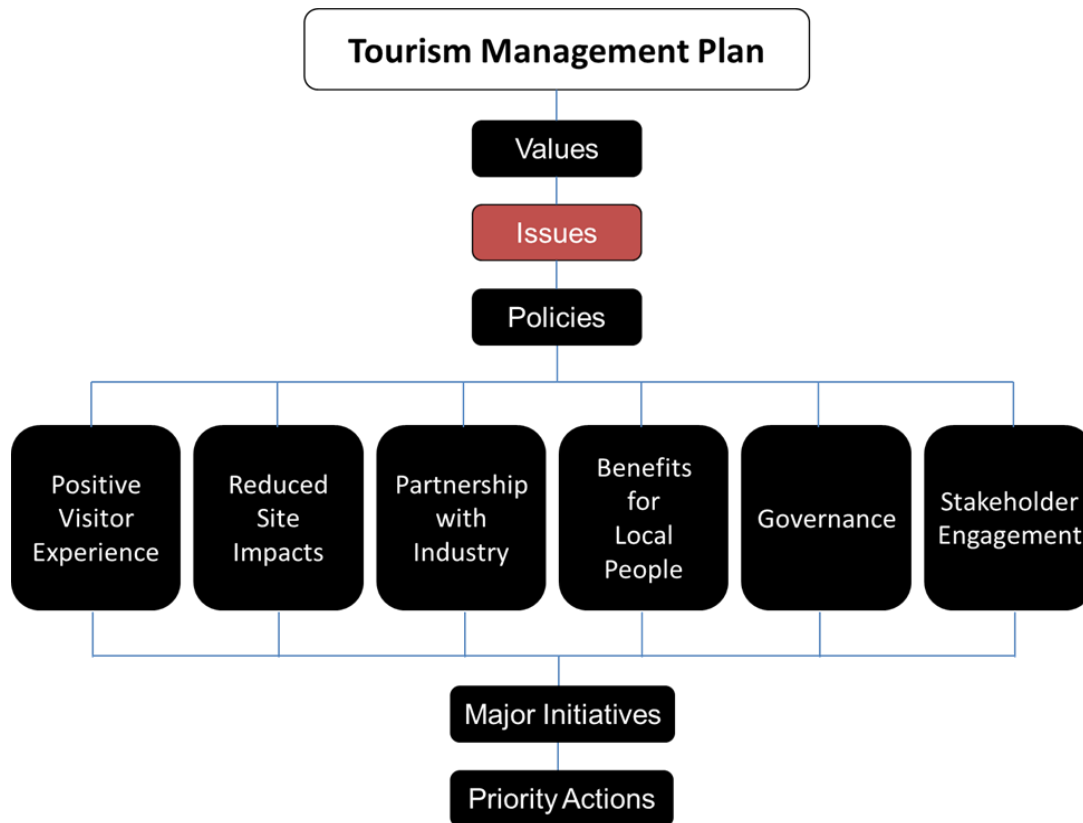
Many interrelated and sometimes conflicting issues affect tourism at Angkor. While considerable efforts have been made to manage tourism at Angkor, rapidly growing tourism numbers have created a situation where the impacts arising directly and indirectly from tourism threaten the integrity of Angkor's World Heritage values. The issues arising from tourism have drawn attention from the Royal Government of Cambodia, the ICC, the wider international conservation community and other stakeholders. Although some progress has been made in addressing the cumulative and growing impact of tourism, many issues remain and require urgent attention.

Some of the major issues include:

1.   Managing Visitors at Angkor as Visitor Numbers Increase

As the visitor numbers at Angkor continue to increase, it is imperative that greater controls on tourism be put in place. Limits on the numbers of visitors in particular parts of the site and on the time spent in temples are needed. Without such controls and limits both the tangible and intangible heritage values of Angkor would be jeopardised, the quality of the visitor experience would be diminished, and ultimately Angkor's reputation for quality management and the way Cambodia presents itself to the world would be affected.

Managing visitors at Angkor requires consideration of the carrying capacity of the site and individual temples, and examination of visitor congestion and distribution in space and time. Increasing visitor numbers have resulted in overcrowding at particular locations and times. A small number of monuments are subject to high visitation, resulting in concerning levels of congestion at the principal monuments which have a limited carrying

capacity. Some monuments are threatened by an intense influx of visitors within a small time period, such as at sunset. There is a need for a diversification of opportunities and experiences to draw visitors away from highly visited monuments and better distribute visitors across the site.

2.   Understanding and Communicating Heritage Values

The heritage values of the Angkor site are not yet fully described and agreed. For example, the current formal World Heritage List citation does not include natural values, nor does it recognise Angkor's role as a spiritual lived-in landscape. Across the Angkor site there is limited and inconsistent interpretation, resulting in a lack of visitor awareness of the place and its heritage values. A key objective of site interpretation at Angkor should be to reveal the range of environmental, hydrological and socio-cultural values to all people at Angkor (including tourists, guides and operators), rather than limiting the experience to archaeological, aesthetic, architectural or artistic values. In particular, Angkor is a sacred landscape, but is not always being treated as such by many tourists, guides, and operators.

3.   Site Impacts

Angkor is known as one of the cleanest sites in the world, owing to the vigilance of the APSARA National Authority in maintaining the Angkor Park's landscape; however, ongoing impacts to the site from tourism include structural impacts to the monuments, the social and cultural effects of inappropriate behaviour, and environmental degradation, including changes to groundwater. While APSARA is currently spending $30,000 a month for garbage removal throughout the site, traffic congestion, littering and inappropriate parking adversely affect the environment. Physical impacts to the landscape and monuments of Angkor are prominent and easily identified, including damage to temples, increasing and noticeable wear-and-tear of the fabric of the monuments and degraded pathways in frequently visited areas Other cumulative impacts relate to broader development pressures associated with increasing population growth in local villages and Siem Reap town such as waste management, potential impact on long-term water quality and security of supply and inadequate transportation systems leading to greater airborne pollution.

4. Visitor Experience, Behaviour and Safety

The overall visitor experience is shaped by tourism industry market factors in combination with the management systems provided by APSARA. Currently, management of tourism at Angkor is not directed at responding to different market needs, and conflicts can arise where different market sectors using the same locations at the same time have different expectations and requirements. Some sectors prefer visiting in large social groups while other sectors seek a quiet experience. The quality of services delivered by both the tourism industry and APSARA influences visitor behaviour. Messages and behaviour of management staff, guides and operators influence how visitors think, feel and behave, and service levels thereby can cause or avoid site impacts. A key issue identified consistently in consultations was the need to better plan for the safety and security of visitors at the Angkor. Risks include lack of readily available first aid services and first aid procedures, unstable masonry, precipices, touts and other visitors.

5. Infrastructure and Transport

Current infrastructure does not meet the needs of growing visitor numbers and there is a need to further manage transport flow and reduce traffic congestion within the Angkor WHA. Improved infrastructure is needed within and around temple enclosures such as parvis, toilets, bus, car and remork parking, walkways and rest areas.

6. Local People

Many local people do not share the prosperity brought by increasing tourism. The APSARA National Authority is undertaking community participation projects with the specific aim of improving this situation. However, many local communities are not afforded many of the economic or other opportunities arising from visitation to places in the Angkor Park. Local Communities and monasteries are custodians of Angkor's heritage through cultural traditions and have a role to play in tourism and the dissemination of information to visitors about heritage values. Local communities are pleased to show their cultural practices to visitors; however, these practices need to be protected. As visitor numbers increase, there are increasing worries about inappropriate and disrespectful behaviour and the general displacement felt by local community members as visitors increasingly dominate their home landscapes.

7. Stakeholder Engagement

Relationships between participants in the tourism at Angkor need to be fostered so that there is better communication between all stakeholders, including government agencies, communities, tourism and transport operators and guides. In the past there has not been good communication between some sectors of the tourism industry and APSARA, leading to misunderstanding, confusion or inappropriate activities. There also needs to be better coordination and clarification of the different roles and responsibilities of the stakeholders involved in managing tourism at Angkor.

8. Governance

The management of tourism through good governance requires improved allocation of resources and consistent and systematic enforcement of regulations. Both human and other resources need to be strengthened for effective management. There are opportunities to further utilise tourism revenue to ensure the protection, conservation and management at Angkor. Some revenue is already being applied to Angkor.

Addressing Visitor Issues—Banteay Srei

The Banteay Srei Parvis Project was undertaken by APSARA in partnership the Swiss Agency for Development and Cooperation (SDC)—between 2007 and 2009—to address visitor and site management issues at the Banteay Srei temple. The work that APSARA has done at Banteay Srei can be used as a model to address similar visitor issues across the Angkor site.

The Banteay Srei temple, located 37 kilometres from Siem Reap, is one of the most visited temples at Angkor, and is particularly threatened by overstress by visitors due to its small size. With an inner enclosure of only 24 metres and narrow passages, the temple can only host a very limited number of visitors at one time. Studies conducted by APSARA prior to the development of the parvis showed that the number of visitors had surpassed the maximum capacity of the temple. This was especially the case during the high season (1900 persons/day) and on the traditional national holidays (6500 persons/day). Studies also showed that half of all visits were between 9am–11am. This led to congestion of visitors in front of doors and of particularly beautiful carvings, overcrowding of the entire temple, noisy atmosphere in the central area and concerns for the conservation of the stone and intricate carvings. Other threats were also posed by the location of the access road, parking areas and market stalls which were encroaching upon the temple and causing pollution and site degradation in the vicinity of the monument.
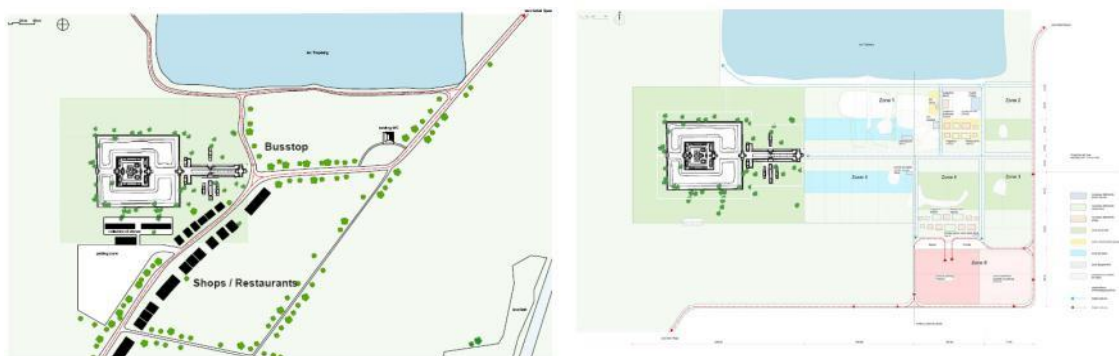
*Banteay Srei before the development of the parvis and plans for the conservation
and parvis zones (SDC, 2007)*

The Banteay Srei Parvis project addressed visitor impacts, limiting visitor numbers and the improved flow of visitors, as well as infrastructure changes to move the road, parking and market stalls away from the monument.

Establishment of a Temple Conservation, Buffer and Reception Zone

To protect and safeguard the new temple conservation, buffer and reception (parvis) zones were established. The Parvis is located at the east end of the temple, extending the main axis east-west. The main road was relocated to the east, and with it all associated infrastructure including parking, restaurant and shops. The temple's immediate surrounding within the conservation zone have been protected and reforested.

New Visitor Circuits Set Up

Trials were undertaken to regulate the circulation and flow of visitors. Following this, measures were put in place to create a one-way circulation system to distribute the load of visitors across the temple and prevent visitors from retracing their steps. This circuit created by introducing signs indicating the direction of visit and by creating separate entry and exit points, and has the effect of regulating the maximum capacity inside the temple. These measures improved the quality of visits, reduced congestion, noise and crowding.
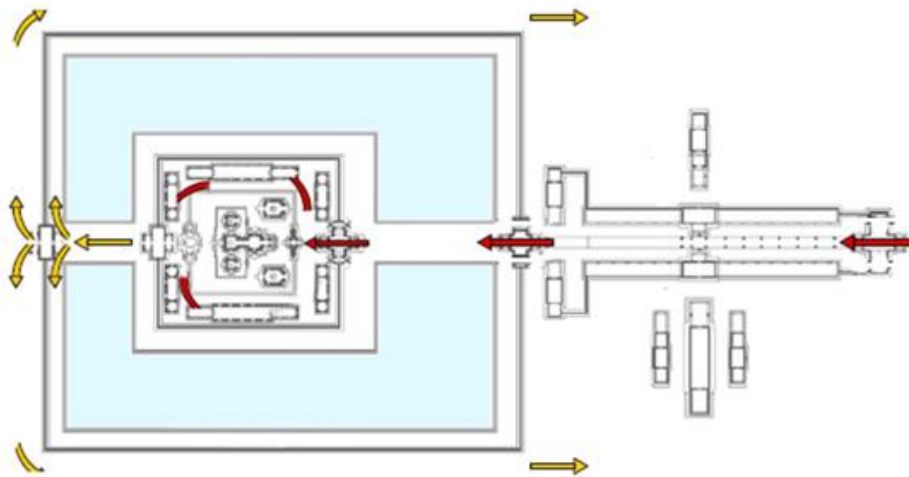
New visitor flow at Banteay Srei

New signage at Banteay Srei (N. Hall, 2010)

The new circuit encouraged visitors to exit at the west gopura and return to the parvis zone to the north. The return circuit to the north introduced visitors to the natural surroundings of rice fields and natural aspects of the temple complex such as the trapeang through a number of viewpoints.

New Visitor Facilities

New visitor facilities developed include toilets, a cafe, a shop, first aid room, information/reservation desk, a cloak room and a room for an ATM machine. At the present time the ATM and first aid rooms are not in use. The facility buildings have been constructed using contemporary interpretations of traditional Khmer architectural styles.

View points around Banteay Srei temple (N. Hall 2010)

Improved Site Interpretation and Introductory Information

A visitor's introduction area was established within the parvis zone, providing basic visitor services and linking the temple approach area with the visitor facilities and parking area. An interpretation centre was also established to provide further information. At the visitors introduction area visitors receive initial information and orientation to the site and the temple. An information board provides an overview of the site and indicates the visitation routes and there is an information desk and information panels.
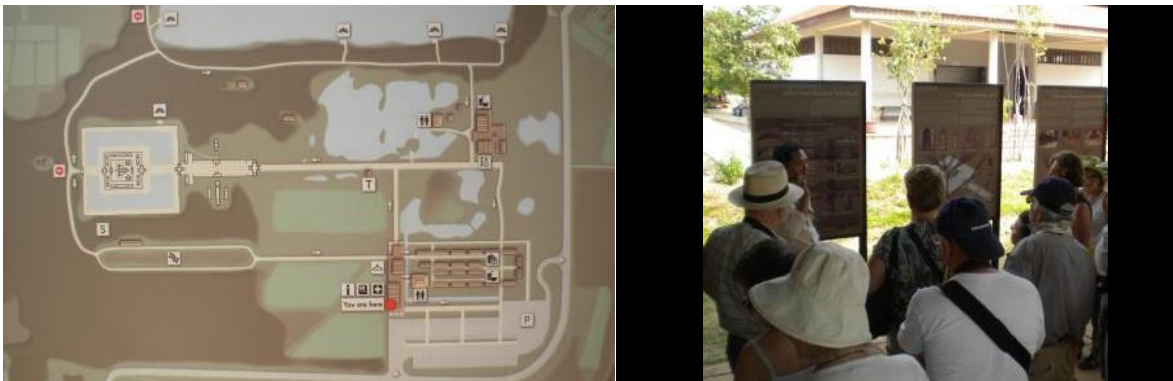
Banteay Srei site orientation map (APSARA); Introductory panels at Banteay Srei (N. Hall, 2010)

The interpretation centre situated north of the main axis of the temple provides easily understandable and attractive background information to the Banteay Srei temple and its context. The permanent exhibition is displayed in two languages: Khmer and English. The interpretation covers history and style, architecture and spirituality.

Recent Visitor Figures

APSARA studies indicate that the number of visitors to Banteay Srei has been stabilised since the introduction of the parvis, with an average of 2022 visitors per day in 2010 and of 2002 visitors per day in 2011.

Policy Framework
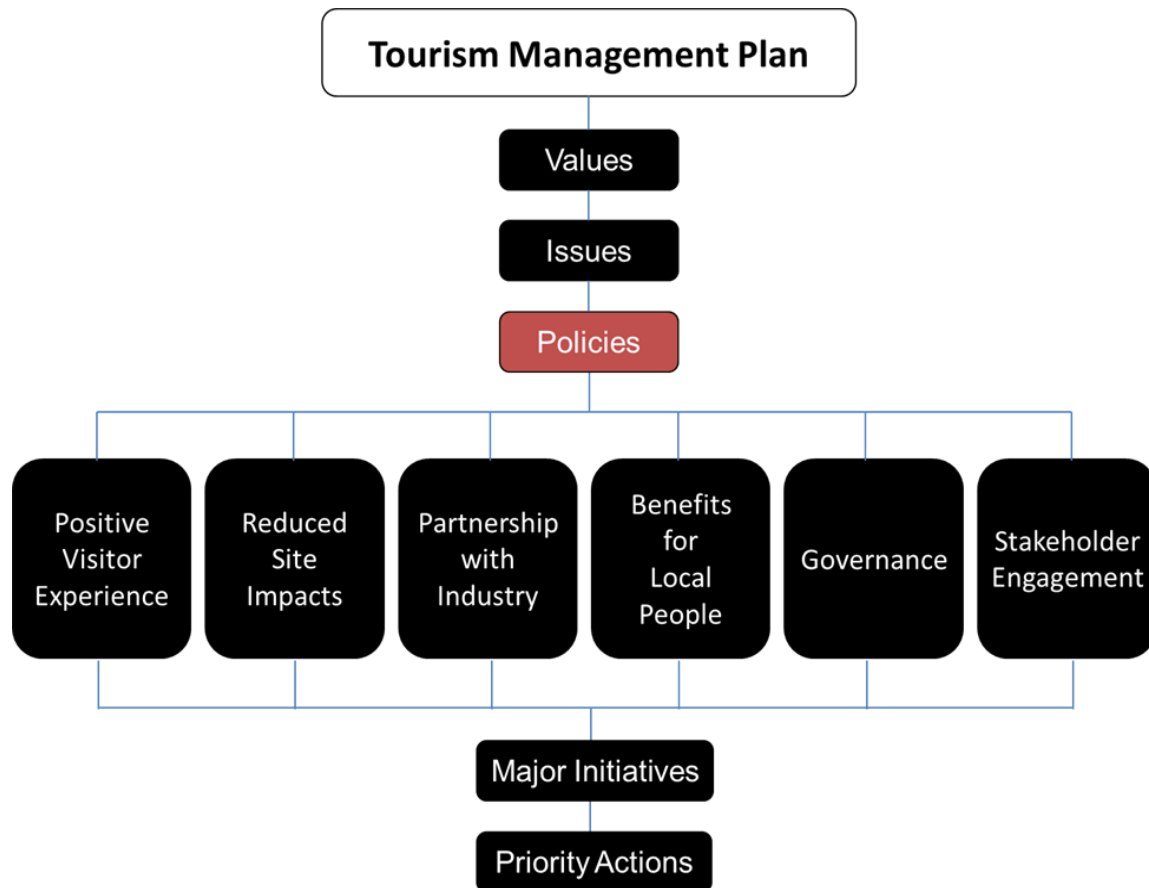
The future policy basis for tourism management at Angkor builds on three key foundations. Firstly, the key principles from the 1995 Angkor *Tourism Development Masterplan*; secondly, the *Principles for Sustainable Tourism at World Heritage Properties* formulated in 2009 at the *Advancing Sustainable Tourism at Cultural and Natural Heritage Sites* Workshop at Mogao in China and presented to the World Heritage Committee in 2010; and finally, the policies of the Angkor HMF. Angkor is an outstanding World Heritage Site, and tourism management at Angkor should therefore use these policies and principles as a fundamental benchmark for decision-making, planning and evaluation.

Principles from the 1995 Tourism Development Masterplan

1. Emphasize 'quality' tourism and develop Siem Reap as a 'coherent international heritage tourism centre'

2. Manage visitor flows, spreading flows over time and throughout the site

3. Extend the average length of stay by offering a wide range of attractions and diversified tour packages

4. Encourage financial spin-off from tourism, including creating jobs local communities and Cambodian nationals

5. Establish Cambodian authorities in control over tourism and have one institution in charge

Principles for Sustainable Tourism at World Heritage Properties

Principle 1—Contribution to World Heritage objectives

Tourism development and visitor activities associated with World Heritage Properties must contribute to and must not damage the protection, conservation, presentation and transmission of their heritage values. Tourism should also generate sustainable socio-economic development and equitably contribute tangible as well as intangible benefits to local and regional communities in ways that are consistent with the conservation of the properties.

Principle 2—Cooperative partnerships

World Heritage Properties should be places where all stakeholders cooperate through effective partnerships to maximise conservation and presentation outcomes, whilst minimising threats and adverse impacts from tourism.

Principle 3—Public awareness and generate support

The Promotion, Presentation and Interpretation of World Heritage Properties should be effective, honest, comprehensive and engaging. It should mobilise local and international awareness, dynamic understanding and support for their protection, conservation and sustainable use.

Principle 4—Proactive tourism management

The contribution of tourism development and visitor activities associated with World Heritage Properties to their protection, conservation and presentation requires continuing and proactive planning and monitoring by Site Management, which must respect the capacity of the individual property to accept visitation without degrading or threatening heritage values. Site Management should have regard to relevant tourism supply chain and broader tourism destination issues, including congestion management and the quality of life for local people. Tourism planning and management, including cooperative partnerships, should be an integral aspect of the site management system.

Principle 5—Stakeholder empowerment

Planning for tourism development and visitor activity associated with World Heritage Properties should be undertaken in an inclusive and participatory manner, respecting and empowering the local community including property owners, traditional or indigenous custodians, while taking account of their capacity and willingness to participate in visitor activity.

Principle 6—Tourism infrastructure and visitor facilities

Tourism infrastructure and visitor facilities associated with World Heritage Properties should be carefully planned, sited, designed, constructed and periodically upgraded as required to maximise the quality of visitor appreciation and experiences while ensuring there is no significant adverse impacts on heritage values and the surrounding environmental and cultural context.

Principle 7—Site management capacity

Management systems for World Heritage Properties should have sufficient skills, capacities and resources available when planning tourism infrastructure and managing visitor activity to ensure the protection and presentation of heritage their values and respect for local communities.

Principle 8—Application of tourism generated revenue

Relevant public agencies and Site Management should apply a sufficient proportion of the revenue derived from tourism and visitor activity associated with World Heritage Properties to ensure the protection, conservation and management of their heritage values.

Principle 9—Contribution to local community development

Tourism infrastructure development and visitor activity associated with World Heritage Properties should contribute to local community empowerment and socio-economic development in an effective and equitable manner.

Angkor Heritage Management Framework

Tourism at Angkor will also comply with the policies of the Angkor HMF. The overall goals of the HMF are to deliver:

‣ management of natural and cultural values—in a way which meets the needs of the present generation, without compromising the needs of future generations;

‣ sustainable tourism;

‣ an ongoing economic contribution to the Cambodian economy, but particularly improved outcomes for the rural poor; and

‣ improved governance and capacity within the APSARA National Authority.

The HMF will include a comprehensive set of proactive policies and strategies aimed at conserving all identified values in the face of identified threats—particularly the threats of uncontrolled development and increasing tourism. The policies and strategies address and manage the identified issues.

Some of the key HMF elements include:

‣ recognition of the full range and extent of the heritage values of Angkor, including its living heritage component;

‣ collaboration with the tourism industry, so as to prevent inappropriate behaviour, activities or development and to ensure that the information presented to visitors is accurate and appropriate;

‣ recognition of the crucial role played by stakeholders, including the local community, the international conservation partners, the tourism industry, religious communities, NGOs and provincial authorities in the conservation of all heritage values and the development of consultative structures and communication techniques which include and inform stakeholders; and

‣ encouraging sustainable tourism in a manner which shares the economic and cultural benefits with local people and accommodates religious rituals, practices and traditions.

The policy framework of the HMF provides specific policies, strategies and actions according to six key areas, which align with some of the key values of the Angkor World Heritage Site with some of the Departments within the APSARA National Authority:

‣ Heritage Fabric and Landscape Conservation;

‣ Environmental Conservation;

‣ Conservation of Intangible and Social Values;

‣ Responsible Tourism Development;

‣ Sustainable Development; and

‣ Institutional Capacity.

Responsible Tourism Development at Angkor will maintain and communicate heritage values through the management of visitor behaviour and experience, cooperation with the tourism industry and engagement with the local community. The underlying principle is that visitation must be more controlled and more actively managed at Angkor. This will need to occur in two ways:

‣ Firstly, the carrying capacity of the site needs to be regulated. By assessing the carrying capacity of both the World Heritage Park and individual temples or locations, well-informed decisions may be made about access, maximum allowable visitor numbers, visitor flow patterns within the site and temples and limiting factors such as parking and visitor facilities.

‣ Secondly, the visitor experience (and impact) needs to be diversified. By classifying different temples and other tourist opportunities in and around the Angkor World Heritage Park and matching available experiences with tourism market segments through promotion and pricing, visitor behaviour can be altered in a manner that simultaneously delivers a better visitor experience and lessens the site impact.

While there are many other specific initiatives needed for tourism management at Angkor, regulation based on carrying capacity and diversification based on market segmentation together constitute the policy foundation of this TMP.

Tourism Management Plan Policy Initiatives

Arising from the overarching policy foundation of regulation and diversification are six policy initiatives which will deliver 'Responsible Tourism Development' at Angkor:

1. Positive Visitor Experiences

Visitors will have a positive experience of Angkor's extraordinary natural and cultural heritage through effective delivery of information about the place, its sacred nature and its living traditions, access to different opportunities and a level of service that exceeds their expectations.

2. Reduced Site Impacts

The cumulative effects of tourism growth will be proactively managed to remove or minimise adverse impacts on the values of the Angkor World Heritage Area through both encouragement and regulation.

3. Partnership with Industry

The tourism industry and government will collaborate, as partners in the sustainable management of tourism at Angkor WHA, through clear and consistent communication and transparent and timely decision making.

4. Benefits for Local People

The social and cultural values of the Cambodian local communities in and around the Angkor WHA will be recognised, conserved and enhanced and these communities will have a fair share of the economic and other benefits that flow from tourism at Angkor.

5. Governance

In accordance with Principle 8 of *Principles for Sustainable Tourism at World Heritage Properties*, Cambodian Government agencies will ensure that, as tourism revenue grows, institutional structures and available resources reflect the requirements for effective management of tourism at Angkor, including implementation of this TMP.

6. Stakeholder Engagement

There will be an agreed vision for management of tourism at Angkor arising from effective communication, consultation and collaboration between and within government, industry, NGOs and local communities at Angkor WHA.

TMP Policy Initiative 1 — Positive Visitor Experience

Tourism Management Plan

- Values
- Issues
- Policies
- Positive Visitor Experience
- Reduced Site Impacts
- Partnership with Industry
- Benefits for Local People
- Governance
- Stakeholder Engagement
- Major Initiatives
- Priority Actions
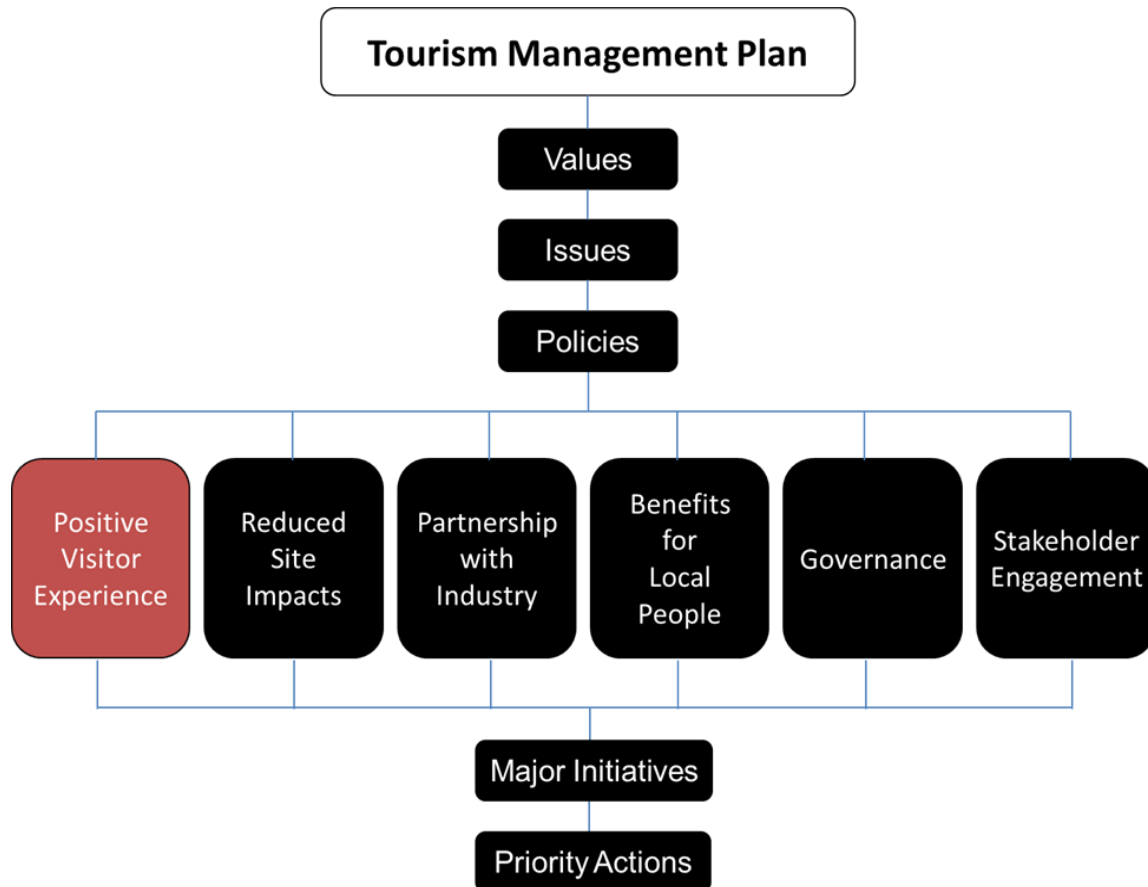
Management Aim:

Visitors will have a positive experience of Angkor's extraordinary natural and cultural heritage through effective delivery of information about the place, its sacred nature and its living traditions, access to different opportunities and a level of service that exceeds their expectations.

- Provide new experiences that include historical and traditional Khmer values
- Provide appropriate information to visitors before and during the visit
- Encourage appropriate behaviour
- Ensure visitors have a satisfying experience
- Obtain feedback from tourists after their visit

Achievements to Date

The APSARA National Authority is already undertaking valuable work to manage crowds, develop new visitor facilities, improve visitor experiences and diversify visitor movement through changes to ticketing and new activities. APSARA has introduced crowd management policies at Angkor Wat central tower, Baphuon and Phnom Bakheng and has successfully completed the Banteay Srei temple approach area which combines improved visitor faculties with site interpretation and managed visitor flows. New visitor initiatives have been facilitated with the Srah Srang ox cart trail and linkages have been developing with activities in Siem Reap through the tour of monasteries along the Siem Reap River. APSARA is progressively seeking to improve visitor experiences by reducing noise in temples with the introduction of an audio tour guide system. Visitor options have been increased with the changes to ticketing allowing three or seven non-consecutive day tickets which encourages visitors to stay longer and enjoy other local activities. Some panels have been installed in front of some temples such as Preah Khan and signage on appropriate behaviour has been installed at Angkor Wat, Baphuon and Neak Poan. APSARA is currently undertaking construction of a welcome centre and has constructed new sunset viewing platforms at the Western Baray. The Ministry of Tourism and tourism industry have expressed strong support for the development of new products and experiences than enhance visitor experience.

Issues to be Addressed:

The following visitor experience issues were identified by government, community or industry stakeholders in Angkor tourism during the consultative process undertaken for this TMP.

Issue	*Strategy*
There is insufficient information provided to visitors and some existing information boards are out-of-date. Many visitors have pre-conceived ideas about what to do at Angkor and expect to visit only the major temples such as Angkor Wat, Bayon, Phnom Bakeng, Ta Prohm and Banteay Srei. Some tour guides and tour leaders do not brief tourists properly about how to visit and how to behave. There is a lack of on-site information. Only a small number of the available temples are visited. APSARA is not sufficiently introduced to visitors, nor is the important role they play. There is inadequate provision of information on APSARA website to help people plan their stay.	1, 2
Few visitors are aware of all significant values of Angkor. There is a lack of information and communication about values. Visitors are not aware of the contemporary religious (Buddhism) and cultural significance (Spiritual tradition) of Angkor and can display inappropriate behaviour or dress unsuitably. There is a lack of awareness of World Heritage values among local people.	3 [see also Initiative 2 strategy 3]
At some temples there is sometimes noise disturbance. Sometimes tourists travelling in large and noisy groups with tour guides (often with microphones) are disruptive to the special nature of the temples. Some sellers disturb tourists inside temples and monasteries. Children sell items on site.	4

Issue	Strategy
Additional facilities are needed to manage visitor safety and behaviour. There is a lack of first aid and emergency and evacuation procedures. More staff are needed on site to address visitor safety.	4 [see also Initiative 2 strategy 7]
Some guides do not have accurate or sufficient knowledge. There is a lack of guide capacity—limited language, accuracy of knowledge and availability for some markets. Some guides do not have adequate knowledge of temples. There is inadequate supervision of visitors by guides and operators in some parts of the Angkor Park.	5
Current tours and activities do not address different market needs to maximise visitor experience.	6
Some inappropriate souvenirs are sold and there is inappropriate use of the Angkor symbol.	8
There is a need to further enhance the services provided to tourists on site.	9

Strategies:

There are ten strategies which will ensure that visitors have a positive experience of Angkor's extraordinary natural and cultural heritage:

1.   delivery of appropriate and effective information;
2.   orienting visitors;
3.   interpreting values;
4.   managing on-site experiences;
5.   enhancing the system of professional guides;
6.   providing appropriate experiences for different markets;
7.   linking with Siem Reap City and Province;
8.   promoting the Angkor brand;
9.   providing quality service; and
10.   monitoring visitor experience.

1.1 Delivery of appropriate and effective information

Strategy: Visitors will be prepared for their visit, learn about Angkor's values and conservation and will behave appropriately because they have been provided with appropriate information.

Rationale: creating good visitor awareness before and during their visit will manage visitor expectations, enhance the quality of their experience and foster respectful behaviour.

Actions:	Responsibility	Timing	Priority
1.1.1 Develop a comprehensive signage strategy for the Angkor World Heritage Area	*DLPHM*		*High*
1.1.2 Further enhance visitor information, including staff knowledge, signage and interpretation, by ensuring there are consistent messages	*DTDA; DLPHM; DC*		*Medium*

Actions:	Responsibility	Timing	Priority
1.1.3 Prepare and distribute a new standard pre-visit visitor information pamphlet to encourage appropriate visitor behaviour and raise awareness of heritage values	DTDA; DC		High
1.1.4 Provide additional pre-visit information through the APSARA web site and explore options for using social network media	APSARA Webmaster		High
1.1.5 Moderate online information provided by third parties to encourage accurate information for domestic and international visitors	APSARA Webmaster		High
1.1.6 Actively encourage 'word of mouth' promotion which encourages visitors to stay longer and to return	DCDMHN; DC; Private sector		Medium
1.1.7 Improve and bring to completion the cultural and directional signage throughout the site	DCDMHN; DLPHM		Medium
1.1.8 Raise awareness of festivals and have an annual calendar of cultural events	DCDMHN; DLPHM; DC		High
1.1.9 Promote activities appropriate to different seasons	DTDA; DC		Medium
1.1.10 Provide information where necessary and appropriate about places of particular spiritual or social significance and meaning and provide suitable guidelines for visitors at these locations	DLPHM; DCDMHN		Medium
1.1.11 Provide more information about the conservation of the temples including different philosophical approaches that have informed international conservation practice	DCMAP; DC		Low
1.1.12 Co-organise or participate in international tourism exhibitions and trade fairs with the Ministry of Tourism	DTDA; MoT		High
1.1.13 Organise an annual Angkor Tourism Conference	DTDA; MoT; Private sector		High

1.2 Orienting visitors

Strategy: Visitors will receive a compulsory core orientation to the Angkor WHA at some point at the start of their visit.

Rationale: Visitors need information at the start of their visit so they know how to behave appropriately and that they learn and enjoy.

Actions:	Responsibility	Timing	Priority
1.2.1 Require all visitors to the Angkor WHS to receive compulsory 'core' visitor orientation information (recognising that this may be delivered in different ways to different groups and market segments)	DTDA		High
1.2.2 Finalise construction of adequate entrance and visitor introduction infrastructure to enhance visitor experience	DG		High
1.2.3 Implement the welcome centre plans for visitor introduction to the Angkor WHS within the Cultural and Tourism Complex.	DCDMHN; DTDA		High
1.2.4 Develop and provided educational videos and/or briefings before going on tours.	DCDMHN; DC		High
1.2.5 Improve information distribution at Siem Reap airport and other Cambodian borders. Siem Reap Airport should include signs that inform visitors they are within a protected world heritage site.	DC		High
1.2.6 Provide additional and improved location maps and guides both within and outside the Angkor World Heritage Park	DCDMHN; DC		Medium

1.3 Interpreting values

Strategy: The Natural and cultural values of the Angkor WHA (its individual components and related places) are communicated to visitors in a consistent, coordinated and inspirational way.

Rationale: Communication of values is a fundamental component of conservation.

Actions:	Responsibility	Timing	Priority
1.3.1 Develop an interpretation plan for the AWHA and individual sites to increase awareness of Angkor's heritage values	*DCDMHN; DLPHM*		*Medium*
1.3.2 Ensure that information on heritage values within the AWHA is kept up-to-date	*DCDMHN*		*High*
1.3.3 Develop projects that focus on visitor experiences which deliver information on a range of heritage values, including environmental, hydrological and socio-cultural values.	*DCDMHN; DLPHM; DWRM; DMFCLE*		*Medium*
1.3.4 Develop a policy to raise awareness of environmental and other values for domestic travellers	*DCDMHN*		*Medium*
1.3.5 Improve visitor awareness and emphasise the range of heritage values, including environmental values and the intangible heritage, cultural and religious significance of the Angkor site	*DCDMHN; DC*		*High*
1.3.6 Explore options of displaying information on heritage values at temple parvis locations	*DCDMHN; DLPHM*		*Medium*

1.4 Managing on-site experiences

Strategy: On-site management of people will ensure that all visitors to Angkor WHA enjoy their visit.

Rationale: Visitor experience will be enhanced with visitor-friendly mechanisms in place that manage behaviour, congestion, flow, queuing, traffic, safety and noise.

Actions:	Responsibility	Timing	Priority
1.4.1 Examine options to control the timing and liaison with large group tour operators to reduce crowding and overwhelming individuals and small groups	*DTDA*		*High*
1.4.2 Promote appropriate behaviour around monasteries and temples by collecting and communicating relevant information	*DLPHM; DC*		*High*

Actions:	Responsibility	Timing	Priority
1.4.3 Scope opportunities for different activities within temples that are consistent with Angkor's values (eg. Drawing, water blessings, praying, fortune telling) and maintain authenticity and respect for traditional use of the site.	DCDMHN		Medium
1.4.4 Introduce first aid teams to address visitor safety concerns such as accidents and injuries	DTDA		High
1.4.5 Work towards removing sellers operating within temples and around monasteries	DG; Heritage Police		Medium
1.4.6 Provide locality-specific information about traditional activities, practice and uses	DLPHM		Medium
1.4.7 Raise awareness of the need to maintain the serene atmosphere and respect traditional practices within and surrounding temples	DLPHM; DC		High
1.4.9 Work with villages and families to encourage children to attend school and to reduce the number of children selling items and following visitors in temples	DLPHM		Low

Further actions which contribute to improved on-site experience can be found under Initiative 2, Strategy 3 and 4.

1.5 Enhancing the system of tourist guides

Strategy: Angkor will have a system of professional guides that meets the standards expected at a World Heritage Site.

Rationale: Regulation of the guiding program for Angkor will enhance the visitor experience and reduce inappropriate behaviour.

Actions:	Responsibility	Timing	Priority
1.5.1 Monitor and improve the use of registered guides by tour groups, the role of guides in the enforcement of rules and modelling and enforcing appropriate behaviour	DTDA; MoT; Tourism Police		High
1.5.2 Examine the potential use of the UNESCO training guidelines for responsible guiding at World Heritage sites	DTDA; MoT		High
1.5.3 Examine the potential for the training of specialised guides for theme tours and local community guides (i.e. hydrology, Buddhism etc)	DCDMHN		Medium

Actions:	Responsibility	Timing	Priority
1.5.4 Restart the tour guide refresher training sessions that APSARA set up in cooperation with the Ministry of Tourism to improve the accuracy of guide knowledge, appropriate behaviour and language skills. This training should include core visitor orientation information, the Angkor Visitor Code and up-to-date accurate information about the history and significance of the Angkor World Heritage Site	DCDMHN; DTDA; MoT		High
1.5.5 Develop a code of conduct for tour guide behaviour and content delivery in collaboration with the Ministry of Tourism and Provincial Government as appropriate.	DCDMHN; DTDA		High
1.5.6 Encourage responsible and appropriate guiding through the dissemination of a code of conduct for guides	DCDMHN; DTDA; MoT; Tourism Police		High

1.6 Providing appropriate experiences for different markets

Strategy: the full range of different visitors to Angkor WHA will have a positive experience that meets their needs and expectations.

Rationale: it is important to provide different experiences, products and services, consistent with the values of the WHA, that match the expectations and needs of the range of visitors to Angkor.

Actions:	Responsibility	Timing	Priority
1.6.1 Understand and implement techniques for market segmentation and analysis to aid better decision-making about tourism management	DTDA		High
1.6.2 Utilise the market segmentation analysis to ensure appropriate diversity of visitor experiences, to help guide the development of new tourism products better linked to market needs and to more effectively manage particular market groups on site (such as through tailored travel routes and effective group management)	DTDA		High
1.6.3 Develop new visitor circuits for major temples and to less-visited areas that incorporate the results from existing APSARA surveys and analysis and feedback from	DTDA; DC; DCDMHN		High

tourism industry operators that reflect the needs of group and independent tourists.			
1.6.4 Examine further opportunities for cultural experiences (local community – ox cart, religious) for specific markets	*DCDMHN; DTDA; DLPHM*		*Medium*
1.6.5 Explore opportunities to work with monks as custodians of culture and introduce visits to monasteries within Angkor where there is the necessary interest and willingness for this	*DCDMHN; DTDA; DLPHM*		*Medium*
1.6.6 Further develop and promote activities and visitor programs which connect Angkor Park and Siem Reap town	*DTDA; DDUHSR; Siem Reap Tourism Office*		*Medium*
1.6.7 Continue to create new environmentally-friendly and culturally-appropriate experiences and attractions, other than temple visits, that support local communities	*DCDMHN; DTDA; DLPHM*		*Medium*

1.7 Linking to Siem Reap City and Province

Strategy: Diversify the overall tourism product available for visitors to Angkor through the development of urban tourism in Siem Reap and other alternative experiences in the surrounding area and ensure that threats to Angkor from outside the Park are appropriately managed.

Rationale: Angkor World Heritage Park is a central element within a broader cultural landscape that incorporates the City of Siem Reap, the Tonle Sap Lake and the Kulen Hills, all of which form part of the physical and cultural setting for tourism at Angkor. Management of Angkor tourism should engage with both pressures and opportunities in Siem Reap and the surrounding province, including potential threats from the Kulen Hills.

Actions:	*Responsibility*	*Timing*	*Priority*
1.7.1 Strategically manage the urban cultural heritage of Siem Reap City cohesively with the Angkor Park and its buffer zone	*DDUHSR; Provincial Government*		*High*
1.7.2 Conserve and interpret cultural features in Siem Reap City, so that they become tourist attractions	*DDUHSR; Provincial Government*		*Medium*
1.7.3 Improve infrastructure and facilities in Siem Reap so as to provide essential visitor services, such as parking	*DDUHSR; Provincial Government*		*Medium*

Actions:	Responsibility	Timing	Priority
1.7.4 Instigate and support local tourism initiatives in Siem Reap City, including the existing Green Belt Project and the 'one tourist, one tree' planting and Clean City campaigns	*DDUHSR; Provincial Government; Siem Reap Tourism Office*		*High*
1.7.5 Encourage and facilitate visitation to surrounding attractions and sights such as the Tonle Sap and Koh Ker	*DTDA; DDUHSR; Siem Reap Tourism Office*		*Medium*
1.7.6 Install essential infrastructure and improvements to secure Siem Reap from the threat of floodwaters	*DDUHSR; Provincial Government; Donor*		*High*
1.7.7 Advocate for the cessation of deforestation and the preparation and implementation of a strategic overall plan for re-afforestation, safeguarding of historic monuments and protection of the environment in the Kulen Hills	*Chairman of APSARA; DCMOAP; Provincial Government*		*High*

1.8 Promoting the Angkor brand

Strategy: Angkor will always be presented in a way that respects its culture, values and authenticity.

Rationale: Inappropriate use of the Angkor image or association may demean and diminish the values of the place and the quality of the visitor experience.

Actions:	Responsibility	Timing	Priority
1.8.1 Reinforce the value and integrity of the 'Angkor Brand', through greater use of the Cambodian Flag—as a recognisable 'logo of authority'—through preparation and implementation of a guideline about the use and placement of the flag on signs, printed matter, website and as a flag	*DG; DC; DTDA*		*High*
1.8.2 Monitor use of Angkor images and intervene to prevent or correct uses that do not align with the values of the place	*DC; DCDMHN; DPOC*		*Medium*
1.8.3 Teach tourists about the making of local products and the value of buying local products through education campaigns	*DC; DCDMHN*		*Low*
1.8.4 Monitor and address issues of quality control to ensure that locally made products appropriately promote the Angkor brand	*DC; DCDMHN*		*Low*

1.8.5 Reinforce the 'heritage' branding of Angkor through links with the Ministry of Tourism 's Heritage marketing ('Ke')	DC; MoT; DCDMHN		Medium

1.9 Providing quality service

Strategy: Angkor WHA will be highly regarded for its friendly, informative and helpful visitor services.

Rationale: Every interaction between visitors and people within the Angkor WHA has influences the quality of their experience and their behaviour.

Actions:	Responsibility	Timing	Priority
1.9.1 Encourage APSARA staff, police, ticket sellers and checkers, remork drivers, souvenir sellers, food and beverage and other service providers to have a high quality of service	APSARA		Medium
1.9.2 Establish certain standards of customer service to encourage staff to be welcoming, helpful and polite	APSARA		High
1.9.3 Maintain appropriate service standards through regular dissemination of documents which set out such standards	DC		Medium
1.9.4 Continue to maintain the presentation of the Angkor site through effective waste management, building regulation and consistent signage	APSARA		High
1.9.5 Monitor the satisfaction of visitors in the services they receive through visitor surveys, visitor observation and creating appropriate benchmarks	DCDMHN; DTDA		Medium

1.10 Monitoring visitor experience

Strategy: Visitor experience and behaviour at Angkor will continually improve through adjustments made in response to visitor feedback and effective monitoring programs.

Rationale: Direct monitoring and visitor feedback provides managers with the evidence to make informed decisions to improve visitor experience and site management.

Actions:	Responsibility	Timing	Priority
1.10.1 Continue to implement a system of regular monitoring of visitor experience	DCDMHN; DTDA		Medium
1.10.2 Regularly update and modify surveys and observation forms to fit changing conditions	DCDMH		Low

| 1.10.3 Explore the possibility of implementing a Total Quality Management approach to improve visitor experience | *DCDMH* | | *Low* |
| 1.10.4 Collaborate with private sector operators to obtain information on visitor experience and results of post-visit feedback | *APSARA Industry Liaison Officer* | | *Medium* |

Tourism Management Plan

Values

Issues

Policies

| Positive Visitor Experience | Reduced Site Impacts | Partnership with Industry | Benefits for Local People | Governance | Stakeholder Engagement |

Major Initiatives

Priority Actions
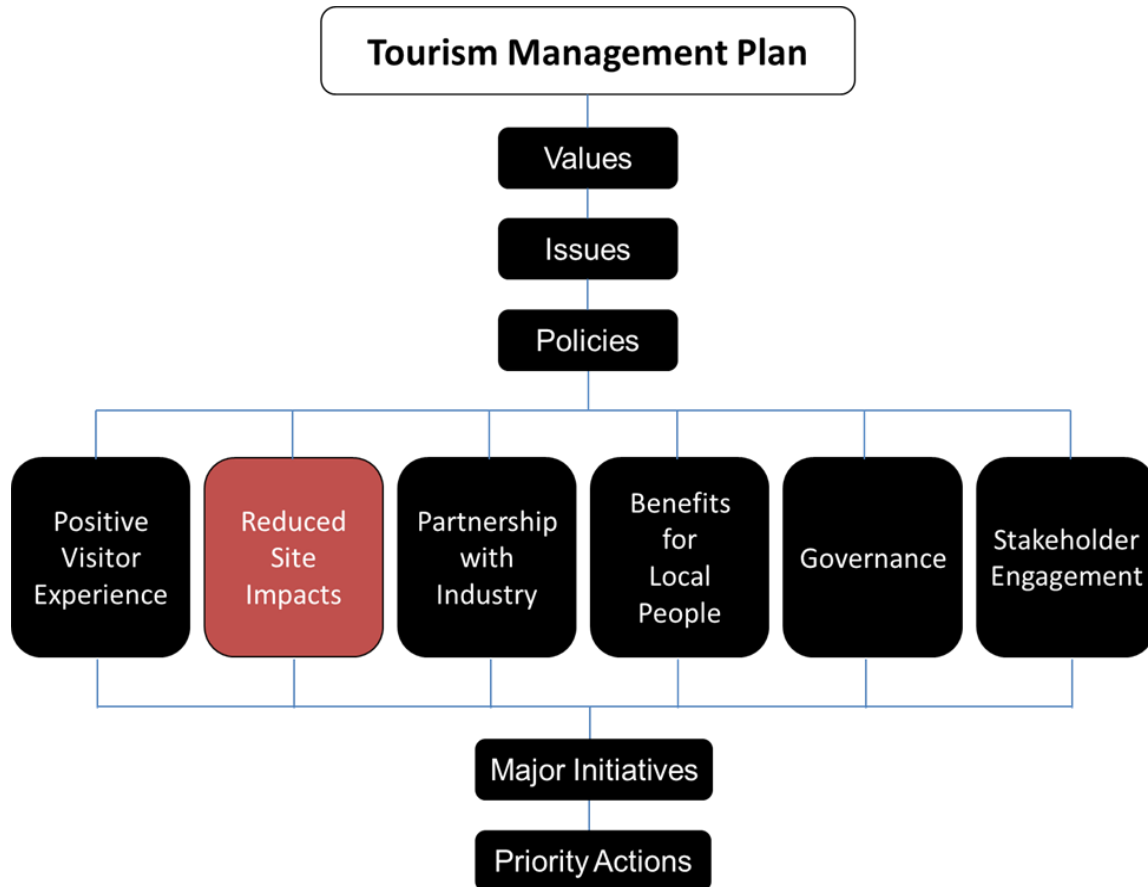
Management Aim:

The cumulative effects of tourism growth will be proactively managed to remove or minimise adverse impacts on the values of the AWHA through both encouragement and regulation.

- Encourage responsible tourism
- Reduce physical impacts on monuments
- Protect the authenticity of the site and community
- Ensure the conservation of monuments while tourism development occurs
- Protect the environment

Achievements to Date

The APSARA National Authority Is undertaking many initiatives to reduce site impacts, including programs for visitor flow management, monitoring and maintenance and upgrades to infrastructure. APSARA has commenced the management of visitor flows at Bakan (Angkor Wat central tower), at the Baphuon and on Phnom Bakheng. Monitoring is being done through focus teams at some monuments and there has been the upgrading of passageways and visitor safety at Ta Prohm. There has further been infrastructure realignment and building to enable visitors to enjoy the sunset at the Western Baray. Other infrastructure upgrades include improvements to parking lots at Phnom Bakheng, Angkor Wat, Banteay Srei and Ta Prohm and the creation of other parking areas to contribute to reduce traffic congestion. Some projects aimed at diversification of visitor impact have commenced. Some of these are industry based. APSARA is also continuing to develop a number of cultural tourism routes throughout Angkor Park, such as an ecotourism route in and around the Northern Baray and on other sites in Siem Reap or in other provinces. APSARA has prepared a set of visitor regulations which specify appropriate behaviour and controls that apply within Angkor Park. APSARA has also contributed to the reduction of site impacts through supporting local people to relocate to Run Ta Ek village and exploring and promoting new tourism products.

Issues to be Addressed:

The following site impact issues were identified by government, community or industry stakeholders in Angkor tourism during the consultative process undertaken for this TMP.

Issue	*Strategy*
The large and increasing number of visitors at some monuments is not sustainable.	1
There are too many visitors causing overcrowding at some major monuments.	
There are particular concerns over the carrying capacity of highly visited monuments and damage by large visitor numbers.	
There are problems with traffic flow and parking.	6, 7
Overloaded trucks can cause damage to roads.	
With a huge influx of visitors the parking areas and traffic movement within the park has become disorderly.	
At peak times there are issues with traffic flow.	
There are some issues with air quality.	
At some sites vehicle parking is encroaching on temples, crowding entrance routes and potentially damaging natural and cultural resources.	
Most visitors visit only a small number of available temples.	2
There is a lack of awareness of places that attract visitors other than main temples because travel agencies all have very similar itineraries.	
There is significant congestion within some temple sites.	4
Some visitors display a range of inappropriate behaviour (dress, climbing on monuments, walking on sculptures, entering forbidden areas, touching carvings, smoking, umbrella and bag damage, graffiti, noise in sacred spaces).	3
There are some environmental site impacts such as overuse of ground water, deforestation north of Angkor and reduced water quality.	8

Issue	Strategy
Further infrastructure is needed (parking areas, bicycle paths, additional ticket stations) along with alternative routing for alternative types of transport.	6, 7
There are not enough information sign boards at temples.	7
The quality of facilities (toilets, restaurants, rest stops) needs to be improved.	9
Pressures from tourism can lead to landscape changes and pressures which need to be managed.	8
There is limited ability to proactively manage tourists to reduce site impacts.	5

Strategies:

There are nine strategies that will proactively minimise adverse impacts of tourism on the values of the Angkor World Heritage Area:

1. determining carrying capacity (temples and the site);
2. diversifying the visitor experience;
3. ensuring appropriate behaviour;
4. managing visitor flow;
5. integrating temple management;
6. meeting transport needs;
7. providing required infrastructure;
8. managing environmental, social and physical risk; and
9. monitoring and maintaining.

2.1 Determining carrying capacity

Strategy: The carrying capacity of the Angkor WHA and major individual temples will be determined, based on analysis of visitation and impact data.

Rationale: Determining the carrying capacity of the temples and WHA is essential for informed decision-making on the distribution of visitors around the Angkor Park and within monuments in space and time.

Action	Responsibility	Timing	Priority
2.1.1 Scope, refine and test a carrying capacity approach (social and environmental) that is suitable for Angkor	*APSARA TMP Senior Officer*		*High*
2.1.2 Allocate the appropriate partners to conduct a carrying capacity study of the Angkor site as a whole and studies at individual temples	*APSARA; Donor*		*High*
2.1.3 Determine the carrying capacity for the most sensitive (fragile) parts of monuments and strictly enforce the number of visitors allowed in these areas.	*APSARA; Donor*		*High*

2.2 Diversifying the visitor experience

Strategy: Visitor load will be diversified across the Angkor WHA so as to reduce site specific impacts to an acceptable level.

Rationale: Promotion of different offers/experiences will facilitate the spread of visitation more evenly across the Angkor WHA thereby improving the experience for individual visitors, reducing congestion and thereby minimising adverse effects at individual sites. Diversification of tourism offers can protect and promote Khmer culture.

Action	Responsibility	Timing	Priority
2.2.1 Develop a Temple Classification System (TCS) using characteristics of visitor use, attractions and values of each temple to inform management decisions about the distribution of visitors around Angkor.	*APSARA TMP Senior Officer*		*High*
2.2.2 Undertake a survey and assessment of programs and experiences already offered by tour operators, having particular regard to less-visited temples, villages and intangible heritage	*DCDMHN*		*High*
2.2.3 Raise the profile of under-visited places or places which are culturally and environmentally friendly through distribution of information	*DTDA; DC; DCDMHN*		*Medium*
2.2.4 Create marketing/awareness campaigns to promote desired visitation patterns	*DTDA; DC*		*Medium*
2.2.5 Create incentives for visitor distribution across the site, particularly to under-visited monuments such as a unique attraction at an under visited site	*DTDA; DCDMHN*		*Low*
2.2.6 Develop more alternative non temple based products such as trails around temples that show the landscape, walking, biking, local community visits, culture workshops and other cultural attractions, rest and picnic areas	*DCDMHN*		*Medium*
2.2.7 Develop new routes based on the Temple Classification System that encourages different markets to visit certain temples and considers specific markets and appropriate theme interests e.g. families	*DCDMHN*		*Medium*
2.2.8 Manage visitor flow by using new ticket 'packages' to reduce the number of highly visited monuments that each visitor can see in one day	*DCDMHN*		*High*
2.2.9 Further disseminate information to operators of the potential of villages as a tourist destination	*DLPHM; DC*		*Medium*
2.2.10 Further develop and promote the opportunity for 'home-stay' experiences at Run Ta Ek Eco Village (outside Angkor Park)	*DLPHM; DC*		*Low*
2.2.11 Provide more support for visits to monasteries	*DLPHM; DCDMHN*		*Medium*
2.2.12 Encourage visitors to enjoy experiences outside Angkor Park, including Siem Reap's urban heritage, the Tonle Sap Koh Ker and other sites in the surrounding area	*DTDA; DDUHSR; Siem Reap Tourism Office*		*Medium*
2.2.13 Further develop and promote activities and visitor programs which connect Angkor Park and Siem Reap City	*DTDA; DDUHSR; Siem Reap Tourism Office*		*Low*

Action	Responsibility	Timing	Priority
2.2.14 Conduct 'familiarisation' tours and events for the tourism industry to explain and showcase different visitor experience opportunities within Angkor Park	DTDA; DCDMHN		Medium
2.2.15 Improve information available for visitors on APSARA website to assist people make decisions about alternative offers	APSARA Webmaster		High
2.2.16 Develop and promote a calendar of cultural events	DCDMHN; DLPHM		Medium
2.2.17 Further explore options to modify ticket structures to encourage distribution of visitors across the site and longer stays.	DG; DCDMHN; DFA		High
2.2.18 Explore models of visitor growth and yield per visitor to develop improved pricing structures.	DCDMHN; DTDA; DFA		Medium

2.3 Ensuring appropriate behaviour

Strategy: All visitors and other personnel within the Angkor WHA will display appropriate behaviour.

Rationale: Demonstrating, communicating, encouraging and enforcing appropriate behaviour will contribute to the safeguarding of Angkor's heritage values.

Action	Responsibility	Timing	Priority
2.3.1 Prepare and publish codes of conduct for visitors, guides and other personnel (*'The Angkor Codes'*).	DCDMHN		High
2.3.2 Develop an *Angkor Visitor Code* using existing visitor guidelines as a starting point	DCDMHN		High
2.3.3 Publish the '*Angkor Codes'* in multiple languages including Khmer	DC		High

Action	Responsibility	Timing	Priority
2.3.4 Circulate *'The Angkor Codes'* onsite and offsite and encourage its dissemination in multiple forms on diverse media such as on tickets, billboards, internet sites, in guidebooks, in hotels, etc. Create a web-based information resource to encourage dissemination of the *Angkor Visitor Code*. Ensure that visitors are briefed about the *Angkor Visitor Code* before arrival.	*DC; DCDMHN; DTDA; MoT; Siem Reap Tourism Office; APSARA Webmaster*		*High*
2.3.5 Collaborate with all tourism stakeholders to promote understanding and implementation of the Codes and seek a partnership with industry for wide dissemination	*APSARA Industry Liaison Officer; DTDA; MoT; Siem Reap Tourism Office*		*High*
2.3.6 Establish and enforce a mandatory dress code and incorporate this code within the *Angkor Visitor Code.*	*DCDMHN*		*High*
2.3.7 Hold training sessions for concerned APSARA and other onsite staff so that they model and promote appropriate conduct and can enforce behaviour rules	*APSARA*		*High*
2.3.8 Allocate responsibility to monitor visitor behaviour at the most sensitive temple locations and have on-site staff assigned to strategic points to implement the *Angkor Visitor Code*	*DG; APSARA*		*High*
2.3.9 Monitor and manage the behaviour of group leaders and guides.	*APSARA; Heritage Police*		*High*
2.3.10 Establish on site facilities for visitors to comply with the *Angkor Visitor Code* eg krama/sampot sales	*DTDA*		*Medium*
2.3.11 Examine enforcement options to control guides and tourists who don't follow the codes of conduct (eg withdrawal of tickets)	*DG; DTDA; DCDMHN; Tourism Police; Heritage Police*		*Medium*
2.3.12 Enforce compliance with the codes of conduct on site where necessary	*APSARA; Tourism Police; Heritage Police*		*High*
2.3.13 Set up more signs in the monument complex to remind visitors to maintain the serenity of the site	*DLPHM; DCDMHN; DTDA*		*Low*
2.3.14 Collaborate with guides to inform tourists about appropriate behaviour in Khmer culture	*DTDA; MoT; DCDMHN*		*High*
2.3.15 Provide information on The Code of conduct to remork drivers, as many independent travellers do not use guides	*DC; DTDA; MoT; Siem Reap Tourism Office*		*Medium*
2.3.16 Provide visitors with guidance on other behavioural issues such as appropriate ways to visit or volunteer at orphanages, giving money to children, or irresponsible practices	*DC; DTDA; MoT; Siem Reap Tourism Office*		*Medium*

2.4 Managing visitor flow

Strategy: Movement of visitors across the Angkor WHA and within individual sites will be proactively managed in a manner that is responsive to both site conditions and market needs.

Rationale: Visitor flow management will facilitate distribution of visitors across the Angkor WHA and with individual sites thereby reducing congestion, enhancing experiences and minimising adverse impacts.

Action	Responsibility	Timing	Priority
2.4.1 Further explore new circuits and visitor flow regulations for high visitation monuments in order to reduce congestion (e.g. one way flow)	DCDMHN; DTDA		High
2.4.2 Monitor visitor numbers and impacts and evaluate the effectiveness of particular visitor management processes	DCDMHN; DTDA		High
2.4.3 Disseminate and put into effect alternative routes in order to more effectively manage tourist flows	DTDA; DC		High
2.4.4 Consider use of controlled transport (such as hop-on, hop-off electric vehicles) as a tool to manage visitor flow	DTDA; DCDMHN; DTTS		Medium
2.4.5 Examine the use of technology (e.g. cameras) to manage traffic and visitor flow	DTDA		Low
2.4.6 Examine possibilities of other ticket sale points and options (e.g. pre-purchased, on line and in Siem Reap)	DG; DCDMHN; Private contractor (Sokimex)		Medium
2.4.7 Work with operators to stage the arrival times of busses	DTDA		Medium
2.4.8 Have responsive and flexible visitor flow management that changes based on time and demand	DTDA; APSARA		Medium
2.4.9 Address high priority visitor flow issues (including Ta Prohm, Angkor Wat, Beng Mealea and Angkor Thom)	DCDMHN; DTDA		High
2.4.10 Disseminate information on new routes to tour guides and travel agents.	DTDA; DC; MoT; Siem Reap Tourism Office		High

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2.5 Integrating temple management

Strategy: Major temples at Angkor WHA will be individually managed in a manner that is both authoritative and responsive to site conditions and market needs.

Rationale: Individual temple management will allow appropriate flexible responses to changing site and visitor conditions as well as effective coordination and utilisation of available on site resources.

Action	Responsibility	Timing	Priority
2.5.1 Establish management teams at each major temple to improve the responsibility and capacity of people and staff working on site	*DG*		*High*
2.5.2 Train individual management personnel at major temples who can support policy decisions and manage on site changes and conditions such as changes to visitor flows at different times and take charge of the various types of problems that can arise in the course of site visits	*APSARA; HMF Project team*		*High*
2.5.3 Hold training sessions so that all APSARA staff can undertake site management decisions and enforce rules and regulations.	*APSARA*		*High*
2.5.4 Appoint temple managers at major temples who have the authority and responsibility to coordinate all onsite personnel (APSARA and non APSARA) and who is capable of developing management techniques for a particular monument that are flexible and responsive.	*DG*		*High*
2.5.5 Provide ongoing special training for temple managers	*APSARA; Donor*		*High*
2.5.6 Prepare a 'Site Management Manual' for use by temple managers and all temple staff	*APSARA; HMF Project team*		*High*
2.5.6 Monitor visitor numbers and the behaviour of visitors and, more importantly, of their group leaders and guides.	*DCDMHN; DTDA; APSARA Staff; Heritage Police; Tourism Police*		*High*

2.6 Meeting transport needs

Strategy: Transport at Angkor will be safe, sustainable, have minimal heritage impact and be responsive to site conditions and market needs.

Rationale: Requirements for transport, facilities and operations should defer to the needs of local community and conservation of the site and the environment.

Action	Responsibility	Timing	Priority
2.6.1 Develop a staged transport master plan for the Angkor World Heritage Area	*DTTS; TMP Senior Officer*		*High*
2.6.2 Further work on traffic regulations to manage flow and parking of vehicles	*DTTS; DTDA; DG*		*High*
2.6.3 Encourage greater use of electric cars and local transport and slowly limit larger vehicles in Angkor.	*DTTS; DTDA*		*Medium*
2.6.4 Explore options for one way system of traffic movement	*DTTS; TMP Senior Officer*		*High*
2.6.5 Encourage alternative low-key and traditional transport options such as walking, cycling, remorks and ox carts	*DTTS; DTDA; DC; DMFCLE; DLPHM*		*Medium*
2.6.6 Clarify the status/designation of roads within Angkor Park (public/private)	*DTTS; DG*		*Medium*
2.6.7 Explore enforcement options for drivers who don't do the right thing (eg. Those who do not use parking areas)	*DTTS; DG*		*Medium*
2.6.8 Work with the tourism industry to investigate and establish a new system for transport services within Angkor	*DTTS; APSARA Industry Liaison Officer*		*High*
2.6.9 Explore the possibility of a new low key and traditional transport system (particularly in Angkor Thom)	*DTTS; DTDA*		*High*
2.6.10 Work closely with the tourism industry to ensure there is sufficient lead-in time for any changes to the transport system within Angkor Park	*DTTS; APSARA Industry Liaison Officer*		*High*

2.7 Providing required infrastructure

Strategy: Infrastructure at Angkor will meet visitor and industry needs, conserve and enhance heritage values and protect the environment.

Rationale: Infrastructure at Angkor should support sustainable site operations and defer to the needs of the local community and conservation of the site and the environment.

Action	Responsibility	Timing	Priority
2.7.1 Prepare a visionary Master Plan for visitor service infrastructure including car parking, rest rooms, rest areas, food and beverage outlets and other shops.	*DTTS; APSARA TMP Senior Officer; DG; DCMAP; DTDA*		*High*
2.7.2 Continue rehabilitation programs of ancient hydraulic structures	*DWRM; DCMAP*		*Medium*
2.7.3 Further develop parking areas in key locations in line with the Master Plan and encourage the use of these parking areas by drivers.	*DTTS; DCMAP; DTDA*		*Medium*
2.7.4 Continue to construct wooden walkways in temple areas that are fragile	*DCMAP*		*Medium*
2.7.5 Develop appropriate design guidelines for new infrastructure such as parvis, toilet, parking etc	*DCDMHN; DLPHM*		*Medium*
2.7.6 Further prioritise development of visitor management infrastructure such as parvis at heavily visited temple sites.	*DTTS; DCDMHN; DTDA*		*Medium*
2.7.7 Install additional multi-language information boards at temples	*DCDMHN; DLPHM; DCMAP*		*Medium*
2.7.8 Plan and construct designated rest areas within the park in line with the visitor services Master Plan	*DTTS; DCMAP; DTDA*		*High*
2.7.9 Further install lightening protection mechanisms on monuments	*DCMAP*		*Low*
2.7.10 Work with industry to plan and increase the number of toilet facilities at key locations	*DTTS; APSARA Industry Liaison Officer; APSARA TMP Senior Officer*		*High*
2.7.11 Explore options for quality food and beverage outlets near temple sites	*DTTS; DTDA*		*High*
2.7.12 Install lights along roads within the park	*APSARA; Donor*		*Low*
2.7.13 Increase rubbish bins and recycling areas to have a good environment hygiene & sanitation especially around stalls	*DMFCLE; DTDA*		*Medium*
2.7.14 Improve roads to temple sites and to link to the communities	*DTTS*		*Medium*
2.7.15 Explore options for more infrastructure for families and children	*DTTS*		*Low*

Action	Responsibility	Timing	Priority
2.7.16 Evaluate potential uses of the existing ticket booth area, following opening of the new Welcome Centre. Consider potential use as an entry point and orientation area for visitors who have pre-purchased tickets	*DTDA; DTTS*		*Medium*

2.8 Managing environmental, social and physical risk

Strategy: Decision making for Angkor will be well informed by a comprehensive Risk Map which collates and presents appropriate structural, environmental and socio-cultural data.

Rationale: Holistic site management and good decision making at Angkor requires an effective tool that identifies and considers the complex set of interrelated values, issues and information.

Action	Responsibility	Timing	Priority
2.8.1 Recognise the link between tourism and environmental management, including fire, water, waste, climate change and disaster preparedness	*Risk Map team; DTTS; DCMAP; DWRM; DMFCLE; DCMOAP*		*High*
2.8.2 Undertake data collection of structural, environmental and socio-cultural risks at sites within the Angkor World Heritage Area	*Risk Map team; DTTS; DCMAP; DWRM; DMFCLE; DCMOAP*		*High*
2.8.3 Maintain a comprehensive site Risk Map	*Risk Map team; DTTS; DCMAP; DWRM; DMFCLE; DCMOAP*		*High*

2.9 Monitoring and Maintaining

Strategy: The heritage values of the Angkor WHA will be conserved through effective monitoring of visitor impacts over time and maintenance that is responsive to changing site conditions and market needs.

Rationale: Ongoing monitoring of visitor impacts at Angkor WHA will enable timely and appropriate resource allocation and more effective maintenance programs.

Action	Responsibility	Timing	Priority
2.9.1 Establish a system of principles and procedures for monitoring and maintenance to protect the values of the Angkor WHA and manage visitor issues and site security.	*APSARA TMP Senior Officer; DCDMHN; DTDA*		*High*
2.9.2 Enhance monitoring practices within the Angkor WHA and collect and consolidate data to inform site and visitor management decisions	*APSARA*		*High*
2.9.3 Develop a theoretical and methodological approach to social impact monitoring in local communities (to monitor for changes in social attitudes to tourism and other social impacts) that is straightforward and repeatable over time. Undertake a social impact base line study and commence the social impact monitoring process	*DLPHM*		*Medium*
2.9.4 Maintain monasteries, paintings and carvings to show tourists and have visitors understand tradition and culture.	*DLPHM; DCMAP; Buddhist communities*		*Medium*

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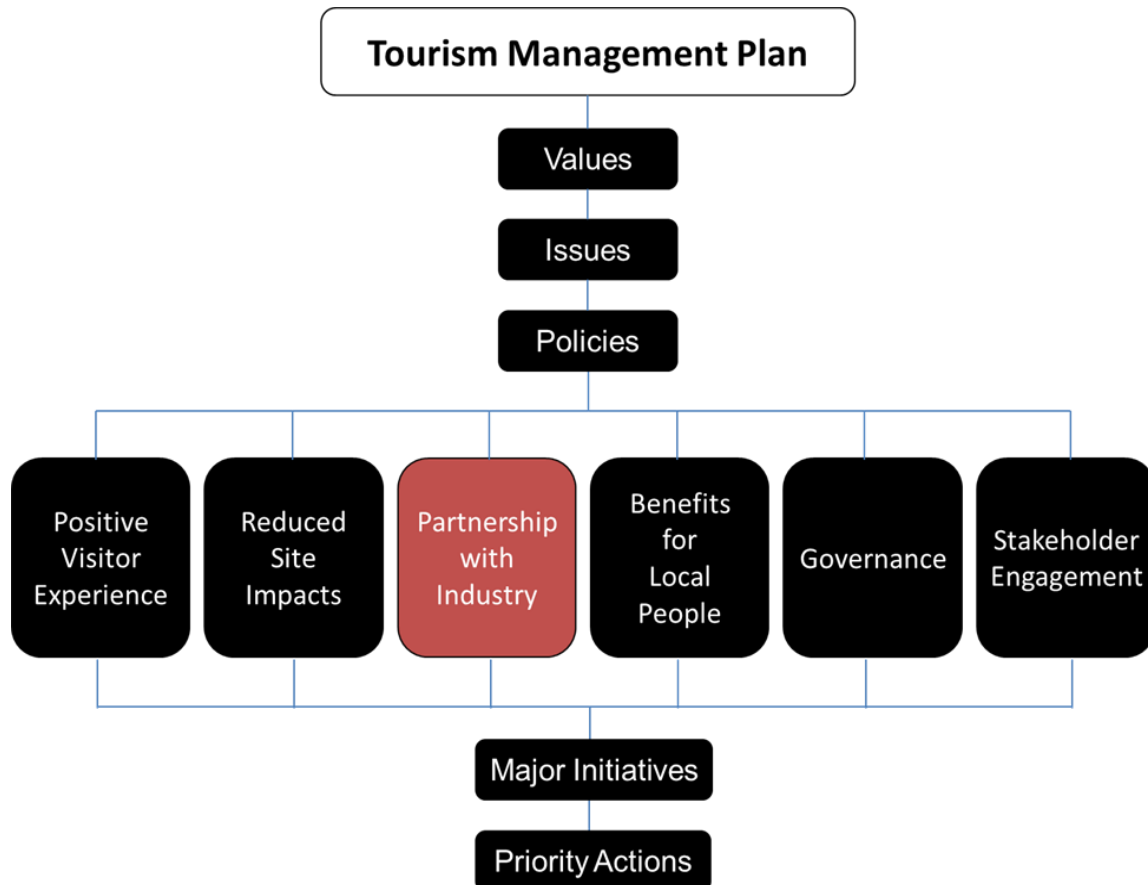
Management Aim:

The tourism industry and government will collaborate as partners in the sustainable management of tourism at Angkor WHA, through clear and consistent communication and transparent and timely decision making.

- Strengthen relationships that are mutually beneficial for both industry and government

- Communicate clear and consistent information to and from industry and government

- Ensure development and growth of tourism is sustainable and protects and enhances Angkor's heritage values

- Encourage and facilitate investment in tourism initiatives that are consistent with the heritage values of the Angkor WHA

- Management is responsive to industry needs and changing market conditions

Achievements to Date

The tourism industry has expressed its interest and willingness to participate in the conservation, protection and presentation of the AWHA. APSARA has identified some problem areas and is seeking to work with the tourism industry at Angkor. Two successful workshops were held in 2004 and 2006 with the private sector, followed by a large consultative workshop in March 2012. Previously APSARA introduced a tour guide refresher training and development program which although currently suspended was held for 5 years running. APSARA has also introduced measures to facilitate the operations of tourism operators. The Banteay Srei parvis was designed to facilitate the work of travel agencies and tour guides and a basic price list has been developed for night-time events within the park. Recent initiatives include the establishment of an ongoing Working Group for partnership with industry and a proposed regular e-newsletter for information dissemination to the tourism industry.

Issues to be Addressed:

The following tourism industry issues were identified by government, community or industry stakeholders in Angkor tourism during the consultative process undertaken for this TMP.

Issue	Strategy
There needs to be more continuous Public/Private sector & Government dialogue and contact. Industry is not currently consulted prior to the implementation of new routes or rules. Private sector tourism organisations express strong concern at a lack of communication and access to information. Important updated information is not easy to access by industry. Additional mechanisms are needed for delivery of important information. The private sector desires a dedicated contact officer in APSARA. There needs to be better access to the authorities (dedicated team of service staff). To industry it is not clear which officers within APSARA may be contacted for assistance.	1
Some operators do not operate in ways that support local guides or are consistent with APSARA policies . There is no standard code of conduct for industry operations and behaviour. Within some market sectors there is an increase in the use of international tour representatives, rather than Cambodian, to guide groups within temple complexes.	2
There is inconsistent or unclear understanding of the rules for events and activities, such as photography. APSARA faces challenges in controlling industry activities appropriately. There is a lack of awareness among industry about services already available from APSARA. APSARA is not understood by the tourism industry. There are limited permits for industry personnel to access the Angkor Park. The private sector believes that it is complicated to obtain photography/ videography permits. There is a lack of understanding of the 'one-stop window'. There is limited awareness of who to contact to organise exclusive events. There is inconsistency and lack of transparency in decision making.	6

Issue	Strategy
Some operators are not aware of the full range of Angkor's heritage values and do not present these to their visitors.	5
Some operators want to develop and invest in new unique products but are unable to. There is limited opportunity for new exclusive events or activities. Operators want to offer the possibility to explore 'off the beaten path'.	4
Some operators do not know or cannot obtain proper documented rules & regulations.	2
Industry needs to have better organizational capacity to be involved (eg over-arching body such as chamber of commerce).	3

Strategies:

There are six strategies that will enable improved tourism industry and government collaboration:

1. developing mechanisms for industry collaboration;
2. improving industry standards;
3. improving and augmenting industry data collection;
4. developing joint programs;
5. improving awareness and understanding of Angkor's values and conservation needs; and
6. streamlining permits and approvals for industry activities.

3.1 Developing mechanisms for industry collaboration

Strategy: The Royal Cambodian Government and tourism industry will have a system that enables an ongoing two-way flow of information, collaborative work and consultation.

Rationale: Management of tourism at Angkor requires collaboration in order for visitor management strategies to be effectively implemented in a way that is consistent with the values of the site and beneficial for the sustainable development of tourism.

Action	Responsibility	Timing	Priority
3.1.1 Enable the continuous and regular flow of information between the tourism industry and APSARA through a nominated contact point, website info, quarterly forum meetings and e-news	*APSARA Industry Liaison Officer; Webmaster; APSARA Service Centre; Industry Consultative Working Group*		*High*
3.1.2 Develop a stronger ongoing, trusting partnership between APSARA and the private sector, including the tourism industry	*APSARA Industry Liaison Officer; APSARA*		*High*
3.1.3 Facilitate collaborative work through the ongoing operation of an industry consultative working group	*APSARA Industry Liaison Officer; Industry Consultative Working Group*		*High*
3.1.4 Review existing measures for consultation with the tourism industry such as APSARA assigned officers and seek industry feedback on the effectiveness of this initiative.	*APSARA Industry Liaison Officer; DG; Private Sector; APSARA Service Centre; DTDA*		*High*

Action	Responsibility	Timing	Priority
3.1.5 Encourage industry to consider the best mechanism for industry representation in tourism management	*APSARA Industry Liaison Officer; Private Sector*		*Medium*
3.1.6 Adopt a policy for systematic consultation with industry whenever there are significant proposals for or changes to management of tourism	*DG; APSARA*		*High*
3.1.7 Provide information and an implementation schedule for any new management decisions to industry before they are implemented	*APSARA*		*High*
3.1.8 Establish a 'help line' for tourism industry personnel to call for urgent advice or assistance	*DTDA*		*Medium*

3.2 Improving industry standards

Strategy: Industry will operate at Angkor in accordance with established standards appropriate to the national significance and World Heritage status of the site

Rationale: The sustainable development of tourism at Angkor requires that the tourism industry is operating ethically, sustainably and to recognised industry standards. This will enhance the reputation and standard of the industry, contribute to the conservation of the Angkor WHA, provide solid underpinnings for the Cambodian economy, and guarantee quality visitor services and experience.

Action	Responsibility	Timing	Priority
3.2.1 Develop a code of industry conduct that includes setting services delivery standards, monitoring systems and feedback mechanisms	*DCDMHN; MoT; DTDA*		*High*
3.2.2 Explore options for the establishment of an external 'accreditation' mechanism for best-practice heritage-friendly tourism operators	*DCDMHN; MoT; DTDA*		*Medium*
3.2.3 Encourage heritage-friendly tourism and support a network of operators that endorse best-practice approaches	*APSARA Industry Liaison Officer; MoT; DTDA*		*Medium*

3.3 Improving and augmenting industry data collection

Strategy: Availability to government and industry of timely and up-to-date information about industry operations relating to the Angkor WHA and associated operations in Siem Reap.

Rationale: Effective and responsive decision making about tourism management at Angkor requires access to accurate and up to date data.

Action	Responsibility	Timing	Priority
3.3.1 Develop better data collection mechanisms with the industry including numbers, routes, issues, behaviour, awareness of seasonal and other issues	*DTDA; APSARA Industry Liaison Officer*		*Medium*

3.4 Developing joint programs

Strategy: Sustainable tourism programs and activities will be delivered through effective working relationship between the tourism industry, NGOs, government and local communities

Rationale: Important new initiatives for tourism management can only succeed if they have support from key stakeholder groups.

Action	Responsibility	Timing	Priority
3.4.1 Collaborate with industry partners to experiment with and use new cultural tourism routes with travel agencies and tour guides.	*DCDMHN; DLPHM; DTDA*		*Medium*
3.4.2 Collaborate and consult with the private sector regarding new 'product' development and new opportunities	*APSARA Industry Liaison Officer; DCDMHN; DLPHM; DTDA*		*High*
3.4.3 Further collaborate with operators to encourage the use of activities that benefit local people and local products	*DLPHM; DTDA*		*Medium*
3.4.4 Explore new products with private sector investment	*Industry Consultative Working Group; DC; MoT*		*Medium*

Action	Responsibility	Timing	Priority
3.4.5 Develop a joint program with the tourism industry to disseminate the *Angkor Visitor Code*	*APSARA Industry Liaison Officer; Industry Consultative Working Group*		*High*
3.4.6 Explore options to have joint programs to allow regulated investment into the site and community	*Industry Consultative Working Group; DC; MoT*		*Medium*
3.4.7 Increase income by increasing financial yield per visitor rather than increasing visitor numbers	*DFA; DTDA; MoT*		*Low*
3.4.8 Further explore options for better management of large groups, including the possibility that tour groups may book ahead or have 'special' opportunities.	*APSARA Industry Liaison Officer; DTDA; DCDMHN*		*Medium*
3.4.9 Work with the tourism industry to develop joint initiatives for better linkages with tourist facilities and activities in Siem Reap town such as the pagoda itinerary along the Siem Reap river.	*DDUHSR; APSARA Industry Liaison Officer*		*Medium*

3.5 Improving awareness and understanding of Angkor's values and conservation needs

Strategy: Industry operators at all levels will have a high level of awareness of the full range of Angkor's values and conservation needs.

Rationale: To be effective partners in the sustainable development and management of tourism at Angkor requires an intrinsic understanding of the full range of Angkor's values and conservation needs.

Action	Responsibility	Timing	Priority
3.5.1 Plan and deliver staged information and programs that communicate information on Angkor's values	*DCDMHN; APSARA Industry Liaison Officer; Industry Consultative Working Group*		*Medium*
3.5.2 Hold briefings and training sessions for tour operators working in Angkor Park in order to involve them in heritage preservation	*APSARA*		*Medium*
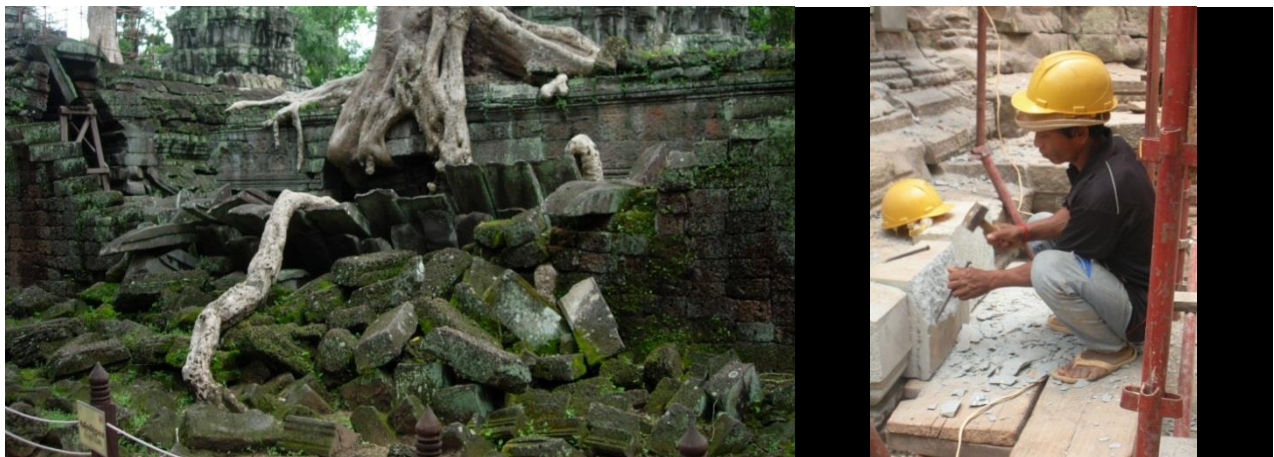
3.6 Streamlining permits and approvals for industry activities

Strategy: The system for permits and approvals for industry activities in Angkor WHA will be efficient, user friendly and transparent.

Rationale: A more effective permit and approval system will improve industry acceptance, compliance and satisfaction.

Action	Responsibility	Timing	Priority
3.6.1 Standardise requirements and management for concessions and events, including filming and photography	*DG; APSARA Service Centre*		*High*
3.6.2 Develop electronic forms and on line application processes for photography and film permits	*APSARA Service Centre*		*High*
3.6.3 Establish 'immediate' permit issue procedures to provide on-site assistance to visitors who have not followed the pre-visit permit procedures	*DG; APSARA Service Centre*		*High*
3.6.4 Establish and maintain response times for Service Centre requests	*APSARA Service Centre*		*High*
3.6.5 Develop policies for standardised transparent decision making so that a decision is not altered (except for extraordinary circumstances) once one has been made	*DG; APSARA Service Centre*		*High*
3.6.6 Clearly designate who is responsible for what services and who to contact (e.g. events, photography, transport)	*DG*		*High*
3.6.7 Inform private sector operators of who to contact for assistance for different services	*APSARA Industry Liaison Officer*		*High*
3.6.8 Examine options for standardising type of applications so that prices reflect the needs of applicants	*APSARA Service Centre*		*High*
3.6.9 Review the process for annual access permits for industry	*DG; APSARA Service Centre*		*Medium*
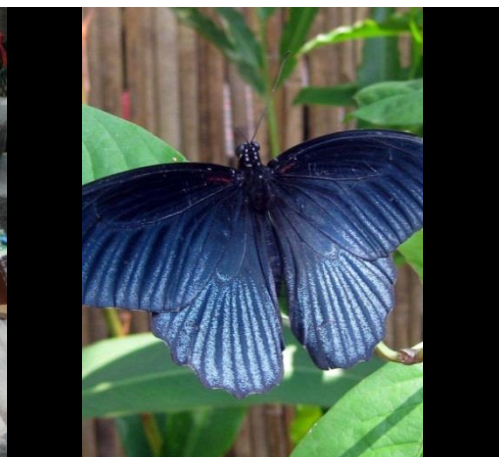
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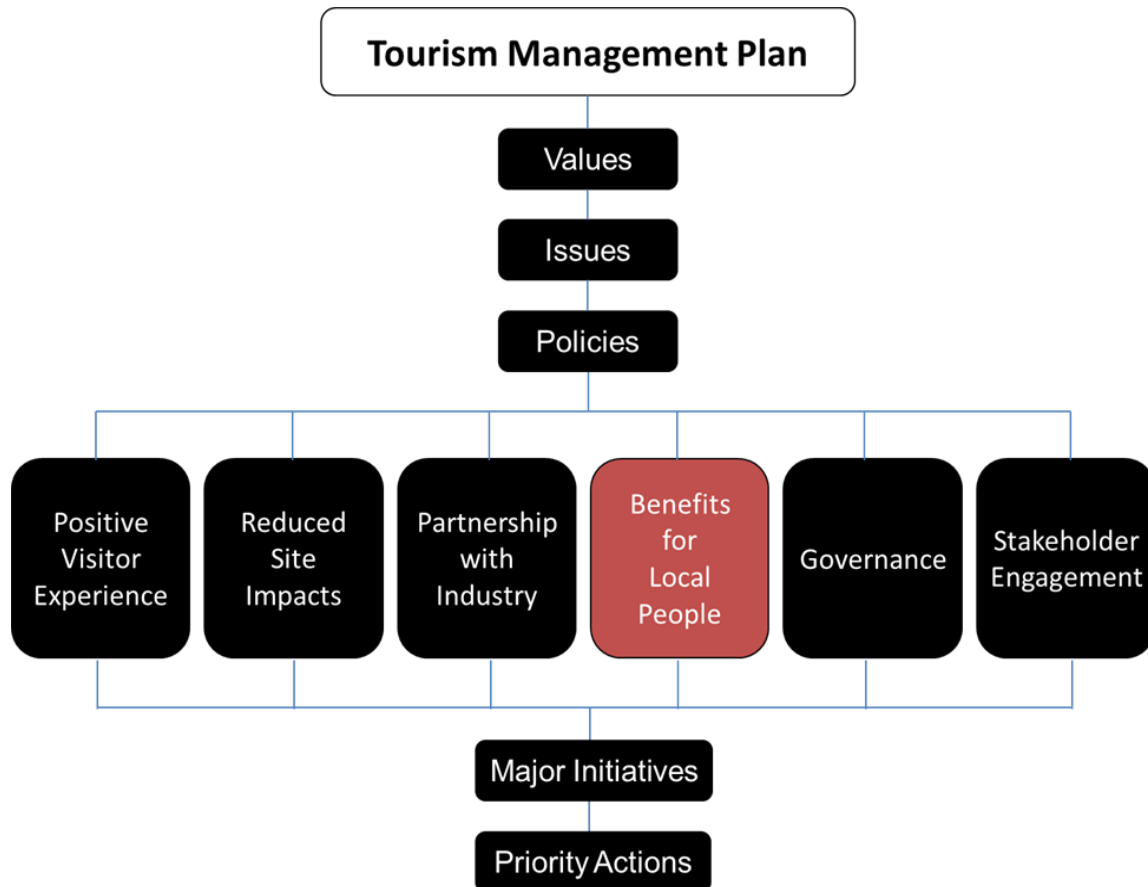
Management Aim:

The social and cultural values of the Cambodian local communities in and around the Angkor WHA will be recognised, conserved and enhanced, and these communities will have a fair share of the economic and other benefits that flow from tourism at Angkor.

- Minimise negative impacts of development and tourism associated with the Angkor WHA
- Actively involve and collaborate with community in the conservation of their social and cultural values and the management of tourism at Angkor
- Encourage sustainable development that does not impact on the heritage values
- Encourage local communities to participate in heritage conservation
- Increase economic benefits for local people

Achievements to Date

The APSARA National Authority recognises that Angkor is a lived-in landscape with more than 100,000 residents distributed over 112 historic settlements. APSARA has a number of programs and initiatives that have been set up to benefit local people. Communities can benefit economically as Angkor monument guard teams recruit their members from among villagers living in the Park and communities can sell products at temple parvis areas such as at Banteay Srei temple. APSARA has been working successfully on a bilateral cooperation project with New Zealand to strengthen the role and capability of communities to participate in the sustainable development and protection of Angkor Park and develop sustainable livelihood opportunities derived from natural resources and tourism. Awareness-raising campaigns are regularly conducted in villages to encourage communities to protect their heritage and since 1995 APSARA has been reaching out to parents who sometimes encourage their children to go after tourists. An awareness-raising seminar was held in 2005 on the issue of combating sex tourism. APSARA has also been undertaking rehabilitation of ancient hydraulic systems which has promoted irrigation for village use. APSARA has established an eco-village at Run Ta-Ek and a habitat centre for communities to get information about sustainable agriculture and house construction.

Issues to be Addressed:

The following local community issues were identified by government, community or industry stakeholders in Angkor tourism during the consultative process undertaken for this TMP.

Issue	*Strategy*
The fast growing tourism market at Angkor may exposes Khmer communities within the Angkor WHA and surrounding areas to direct harm and to indirect adverse social effects.	1, 2
Some locals are influenced by some bad habits of visitors.	
There are a few impacts on local communities, such as disrespect to the local culture by tourists who lack a sense of cultural awareness, fail to understand the sacred nature of the sites and often dress, speak and behave inappropriately.	
Inappropriate behaviour and a lack of respect for social norms may cause offence.	
Knocking over offerings is believed, in some circumstances, to cause misadventure and illness to local communities.	
Monks observe that some visitors disturb rituals and ceremonies.	
Monastery communities want tourists to visit, learn and make offerings.	
Inappropriate behaviour by tourists can be a risk to children and other members of the local communities who work in Angkor Park.	
Some younger Cambodians do not always practice traditional livelihoods, social norms, manners, greetings and formalities.	
Large traffic volumes can have negative impacts of the environment surrounding villages through air pollution.	2 [see also Initiative 2 Strategy 6]
There can be traffic congestion on roads to local communities.	
Some villagers do not have capacity to derive economic benefits from tourism.	3
The language could be a barrier between local communities and tourists.	
Access to stalls around temples is not available to all local people.	

Issue	Strategy
The presentation of some traditional dance and performance is not authentic or accurate to its original context and meaning.	1
Tour guides and operators do not provide many opportunities for visitors to visit monasteries and learn about Cambodian Buddhism. There is a lack of events to promote local communities. There are few links for visitors to the local communities living within the park boundaries.	3
There is a need to further control the number of local sellers and the quality of their produce. Some locally made products are not high quality. Some guides do not promote local souvenirs if they do not get commission. Some imported products displace local products and misrepresent local culture.	4
In an effort to make money, some young children work for their families as successful sellers and do not attend school. Some operators will not take visitors to local communities because there are problems with hygiene—there are not enough toilets, lack of garbage disposal.	5
There is a need for better communication and consultation between local people and the management authority. Some local people feel that current regulations are too strict with building of houses, repair of structures, renovating buildings. Some community members are afraid of sharing their ideas. Community members do not understand regulations in Angkor Park. The community does not know about its roles and rights. Some local people have not been exposed to education/information/ communication about all heritage values of Angkor.	6

Strategies:

There are six strategies that will recognise, conserve and enhance the values of local communities and provide economic and other benefits for local people:

1.   recognising a sacred landscape;

2.   managing Angkor as a lived in landscape;

3.   promoting economic benefits;

4.   supporting local crafts;

5.   providing social benefits; and

6.   encouraging community involvement.

4.1 Recognising a sacred landscape

Strategy: Angkor WHA will be recognised, celebrated and conserved as a sacred landscape.

Rationale: The recognition and conservation of religious and spiritual significance of Angkor is fundamental to the conservation of the world heritage area.

Action	*Responsibility*	*Timing*	*Priority*
4.1.1 Further educate Khmer and Buddhist communities about the values of the Angkor WHA and how they fit in and what needs to be done to maintain the values	*DLPHM*		*Medium*
4.1.2 Encourage communities to continue cultural practices where visitors can appreciate the significance of local traditions. Consider options for tourism industry contribution to a community fund for supporting cultural practices and expenses associated with them.	*DLPHM; DCDMHN; APSARA Staff*		*High*
4.1.3 Establish small museums in communities which curate information about local traditions and promote the dissemination of information to visitors	*DLPHM; DCDMHN*		*Low*
4.1.4 Examine economic incentives for maintaining cultural traditions	*DLPHM*		*Medium*
4.1.5 Encourage respect for the sacred, religious character of the site, by explaining the role of culture, ritual, belief and ceremony to APSARA staff, the tourism industry and visitors	*DLPHM; DCDMHN; DC; APSARA Industry Liaison Officer; Industry Consultative Working Group; Provincial Government; MoT; Siem Reap Tourism Officer*		*High*
4.1.6 Develop a calendar of traditions held in villages	*DLPHM; DCDMHN*		*Medium*
4.1.7 Continue to document cultural practices and traditions in the Park	*DLPHM*		*Medium*
4.1.8 Disseminate information about traditions and sacred places (neak ta, Buddhist platforms) to visitors	*DLPHM; DC*		*Medium*

4.2 Managing Angkor as a lived in landscape

Strategy: Angkor WHA will continue to be the home to Khmer communities and Buddhist monasteries who will be able to honour and continue their traditions and lifeways while taking advantage of the opportunities offered by contemporary society in accordance with the heritage values of the place.

Rationale: The Khmer communities and Buddhist monasteries with their traditional lifeways contribute to and have an active role in the upholding of the heritage values of the Angkor WHA, and are also entitled to adopt the benefits that arise from modern society in a way that is sympathetic to their traditions.

Action	Responsibility	Timing	Priority
4.2.1 Undertake cultural mapping of the villages in protected zones I and II. Determine appropriate ancestral traditions and customs that can be shared with and interpreted for visitors. Identify where local handicrafts are made.	DLPHM		High
4.2.2 Continue to document lifestyles/lifeways of local communities and produce information materials which explain local lifestyles/lifeways for visitors	DLPHM		Medium
4.2.3 Encourage respect and understanding that the living aspects of the Park are unique and there are strong ancestral traditions that can be preserved	DLPHM; DCDMHN; DC		Medium
4.2.4 Produce information materials for both local community members and visitors that demonstrate how tourism can facilitate local customs and cultural practices, and increase respect and understanding by visitors	DLPHM; DC		Medium
4.2.5 Further undertake awareness raising to strengthen understanding among communities of regulations in Angkor	DLPHM		High
4.2.6 Ensure that there is consistent enforcement of regulations among local villages	DLPHM; DPOC		High
4.2.7 Continue to undertake initiatives so that the Khmer community within the Angkor WHA will be protected from adverse social consequences from tourism and tourists	DLPHM		Medium
4.2.8 Monitor and manage the role of orphanages and schools in tourism within the Angkor WHA	DLPHM; DTDA		Low

4.3 Promoting economic benefits

Strategy: Khmer communities and Buddhist monasteries will share appropriately in the economic opportunities generated by tourism in the Angkor WHA

Rationale: These communities are integral to many of the world heritage values that attract visitors and therefore they have a legitimate right to share in the benefits.

Action	*Responsibility*	*Timing*	*Priority*
4.3.1 Encourage, support and endorse community-based tourism initiatives and small-scale revenue-generating activities related to tourism; particularly those involving traditional food, craft or cultural practices	*DLPHM*		*Medium*
4.3.2 Provide a system and location for local vendors which provide direct opportunities for tourists to buy from local businesses	*DTTS; DG*		*Medium*
4.3.3 Foster ongoing training and skills development for local people in product development, local crafts and operation of tourism businesses	*DLPHM*		*Medium*
4.3.4 Continue to train and recruit staff from villages within the Angkor WHA	*APSARA*		*High*
4.3.5 Continue to promote new circuits that encourage the use of community-based tourism products	*DCDMHN*		*Medium*
4.3.6 Encourage tour operators to provide all clients with at least one opportunity to support communities within the Angkor Park, through the purchase of local products or services	*APSARA Industry Liaison Officer; DTDA*		*Medium*
4.3.7 Explore options for communities to set up hats and clothing sale/hire for visitors that do not have appropriate clothes	*DLPHM*		*Low*
4.3.8 Further examine agricultural products that can be grown in Angkor by Communities eg sdao, vegetables	*DACD*		*Medium*
4.3.9 Wherever possible purchase goods for APSARA use (eg brooms) directly from local makers inside Angkor Park	*DACD; DLPHM; DG; APSARA*		*Medium*
4.3.10 Create and communicate appropriate 'rules' and protocols for local community initiatives (how to interact with tourists)	*DLPHM; DCDMHN*		*Medium*
4.3.11 Increase homestay opportunities at Run Ta Ek Eco Village	*DLPHM*		*Medium*
4.3.12 Reserve selling spaces for communities when improvement work is undertaken in reception centres and temple approach areas	*DG; DCDMHN; DTDA*		*Medium*

Action	Responsibility	Timing	Priority
4.3.13 Set up villager training projects: Focus on showcasing the cultural specificities of particular villages, improving product manufacturing and packaging and helping to access direct markets in order to bypass the middlemen.	DLPHM; Donors		Low

4.4 Supporting Local Crafts

Strategy: The Khmer communities will share appropriately in the economic opportunities through the manufacture and sale of local handicrafts.

Rationale: These communities hold local knowledge on the production of handicrafts that should be fostered and supported; they have a legitimate right to share in the benefits of tourism through the sale of local crafts.

Action	Responsibility	Timing	Priority
4.4.1 Partner with the Angkor Handicraft Association to introduce a quality certificate/brand for local tourism products to help the communities market their products.	DLPHM; DCDMHN		High
4.4.2 Facilitate the marketing and promotion of local products, through simple initiatives such as 'fixed prices' within Angkor Park.	DLPHM; DTDA		Medium
4.4.3 Establish a dedicated 'local crafts market' at a central location within the Angkor Park which has which has exclusive selling access for local people and guaranteed authenticity of local products for tourists.	DG; DTTS; DTDA		High
4.4.4 Encourage and support locally-made products (food and handcrafts) that relate to and support the values of Angkor	APSARA		Medium
4.4.5 Support and promote use of gold seal of authenticity for Siem Reap province handicrafts in association with the Angkor Handicrafts Association	APSARA		High

4.5 Providing social benefits

Strategy: The Khmer communities and Buddhist monasteries will enjoy a range of social benefits arising from tourism is the Angkor WHA.

Rationale: These communities are integral to many of the world heritage values that attract visitors and therefore they have a legitimate right to share in the benefits.

Action	Responsibility	Timing	Priority
4.5.1 Further achieve social benefits and opportunities for communities through the Community Liaison Teams	*DLPHM*		*High*
4.5.2 Establish social structures that facilitate tourism and provide social benefits	*DLPHM*		*Medium*
4.5.3 Continue education of local people in heritage values and tourism concepts and practical skills	*DLPHM*		*Medium*
4.5.4 Set up education syllabus and educate young people and children about heritage values and tourism concepts and practical skills	*DLPHM*		*Medium*
4.5.5 Raise environmental awareness so that the villages are kept clean for tourism and village hygiene is improved	*DMFCLE; DACD*		*Medium*
4.5.6 Explore partnerships with the private sector for vocational education and training centres	*DLPHM*		*Medium*
4.5.7 Facilitate improved access to health services	*DLPHM; DACD; Provincial Government*		*Low*
4.5.8 Encourage village residents, especially young people to use the opportunity to interact with tourist to learn	*DLPHM*		*Low*

4.6 Encouraging community involvement

Strategy: The Khmer communities and Buddhist monasteries will play an active role in managing their relationship with tourism in the Angkor WHA.

Rationale: Collaborative partnerships between industry, NGOs, government and the Khmer communities and Buddhist monasteries are essential for achieving the management and sustainable development of tourism at Angkor.

Action	Responsibility	Timing	Priority
4.6.1 Support existing community liaison teams	DG; DLPHM		High
4.6.2 Establish a consultative group which can represent the interests of all the communities in Angkor Park	DG; DLPHM		High
4.6.3 Strengthen and pursue the bilateral community participation projects with international donors	DG; DLPHM		Medium
4.6.4 Strengthen the capacity of the Community Liaison Teams to provide services to the community for new product development, promotion and marketing	DG; DLPHM		High
4.6.5 Extend the community participation project to all villages located within Angkor Park	DLPHM		High
4.6.6 Coordinate the role and activities of NGOs in tourism at Angkor.	DTDA; DLPHM		Low

TMP Policy Initiative 5 — Governance
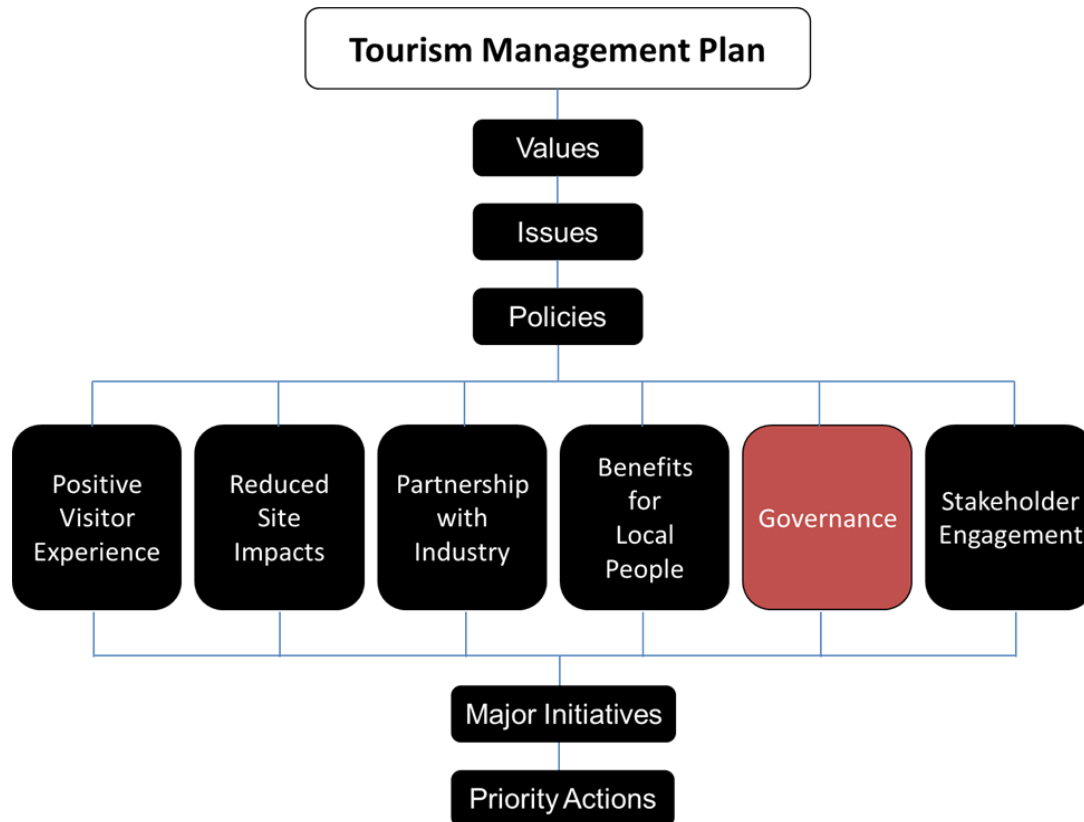
Management Aim:

In accordance with Principle 8 of *Principles for Sustainable Tourism at World Heritage Properties,* Cambodian Government agencies will ensure that, as tourism revenue grows, institutional structures and available resources reflect the requirements for effective management of tourism at Angkor, including implementation of this TMP.

Achievements to Date

The APSARA National Authority has been working in an ongoing relationship with the Ministry of Tourism and the provincial authorities to deliver good governance to the Angkor WHA. APSARA has prepared regulations to protect natural resources and cultural heritage. APSARA and the Provincial Government have removed dwellings along the Siem Reap River to rehabilitate the area. There have been ongoing awareness-raising campaigns with regard to natural and cultural heritage protection and technical personnel are regularly trained by conservation experts. The ICC has been established to regularly discuss, recommend and endorse management achievements.

Issues to be Addressed:

The following governance issues were identified by government, community or industry stakeholders in Angkor tourism during the consultative process undertaken for this TMP.

Issue	Strategy
There are limited resources within APSARA.	5, 7
There is inadequate tourism infrastructure within the Angkor WHA.	
There is a lack of needed information technology for management of tourism at Angkor.	
There are limited human resources/skills within the APSARA National Authority.	4
Many on-site staff are not fully occupied while on duty and do not interact with tourists such as regulating inappropriate behaviour or managing visitor flow.	
There is a lack of accountability/responsiveness amongst temple personnel.	
There is no single co-ordinator or manager responsible for on-site decisions at major temples.	
There is inherent tension between the desire to maximise tourism revenues and the adverse effects of growing tourist numbers.	5,6
The current ticket and pricing structures do not segment visitor markets or assist with the management of visitor movement across the site.	
There is a need to further enhance effectiveness of regulations for tourism.	6
There is a need for further enhance regulations on hawking and begging within temples.	
There is some overlap and lack of clarity in the respective roles of the Department of Tourism Development and Department of Cultural Development, Museums and Heritage Norms in APSARA.	2
There is a need to further strengthen the coordination between units working within the Park. Several agencies have a role in the governance of Angkor, such as APSARA, Heritage Police and Tourist Police.	3
The different roles and responsibilities of staff from APSARA and other agencies working within the Angkor World Heritage Park are not fully defined and are therefore not well understood.	
APSARA and MoT both have roles in tourism at Angkor and therefore need to liaise and communicate.	

Strategies:

There are nine strategies that will ensure that institutional structures and available resources reflect the requirements for effective tourism management:

1. adopting and monitoring by the ICC;

2. aligning the TMP and APSARA;

3. establishing inter-agency linkages and program integration;

4. building capacity;

5. allocating resources;

6. ensuring regulatory and policy controls are effective;

7. managing information;

8. monitoring; and

9. reviewing.

5.1 Adopting and monitoring by the ICC

Strategy: The ICC will adopt the TMP and facilitate the related international programs and donors.

Rationale: The ICC has a role in the safeguarding and development of the historic site of Angkor and it is therefore essential that the ICC is party to, and supportive of, the TMP and all of its policy initiatives.

| Action	Responsibility	Timing	Priority
5.1.1 Endorse the TMP and its policy initiatives	ICC; UNESCO; Chairman and DG of APSARA		High
5.1.2 Seek input from experts to explore the changing and improving tourism management at Angkor through a gradual and staged process that is limited by available resources	DG		Medium
5.1.3 Communicate the staging of implementation of the TMP to stakeholders so that expectations are well managed	APSARA TMP Senior Officer		High
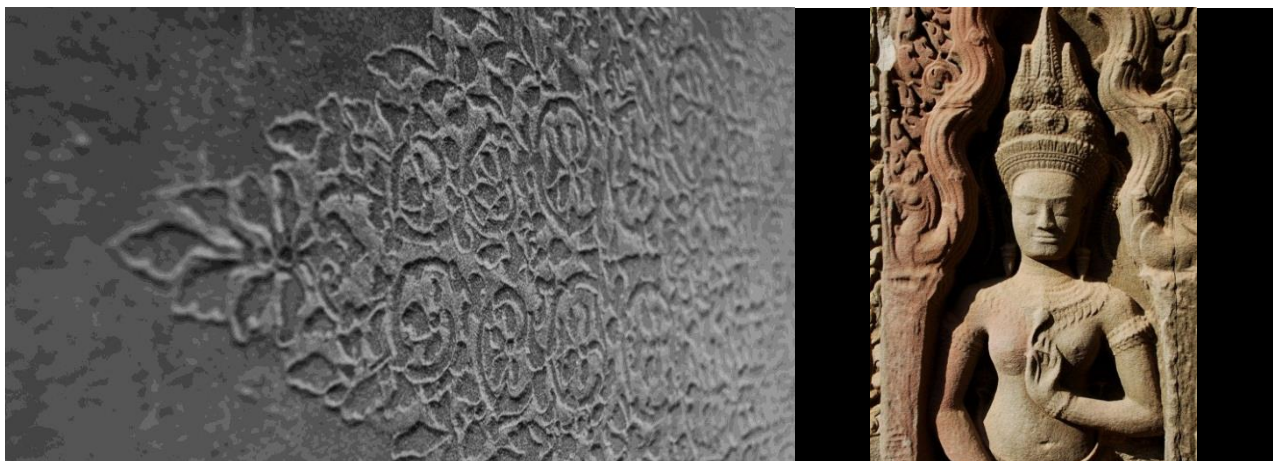
5.2 Aligning the TMP and APSARA

Strategy: The APSARA National Authority will be responsible for implementing the TMP, and its organisational arrangements should therefore reflect the operational requirements for managing tourism

Rationale: Alignment between the operational requirements for managing tourism at Angkor and the organisational structure of the APSARA National Authority is critical for successful implementation of the TMP.

Action	Responsibility	Timing	Priority
5.2.1 Appoint a single senior officer who is responsible for the management of the implementation of this TMP	*DG*		*High*
5.2.2 Appoint a single officer who is responsible for implementing aspects of this TMP that relate to the Ministry of Tourism	*MoT*		*High*
5.2.3 Appoint a single officer who is responsible for implementing aspects of this TMP that relate to the Siem Reap Provincial Government	*Governor of Siem Reap Province*		*High*
5.2.4 Allocate specific roles and responsibilities for implementation of the TMP to personnel throughout the APSARA organisation	*DG*		*High*
5.2.5 Establish additional collaboration mechanisms between APSARA Directorates working at Angkor	*DG*		*High*
5.2.6 Align TMP implementation processes and actions with available APSARA resources	*DG*		*High*
5.2.7 Define clearly the roles of all personnel working within the Angkor World Heritage Park, including work in visitor interaction and greater knowledge of tourism and visitor facilities	*DG*		*High*
5.2.8 Prioritise the allocation of APSARA personnel and resources according to the perceived impact and effect of potential changes to tourism management within the Angkor Park	*DG*		*High*
5.2.9 Further enhance the APSARA organisational structure to reflect the management needs of tourism at Angkor	*DG*		*Medium*
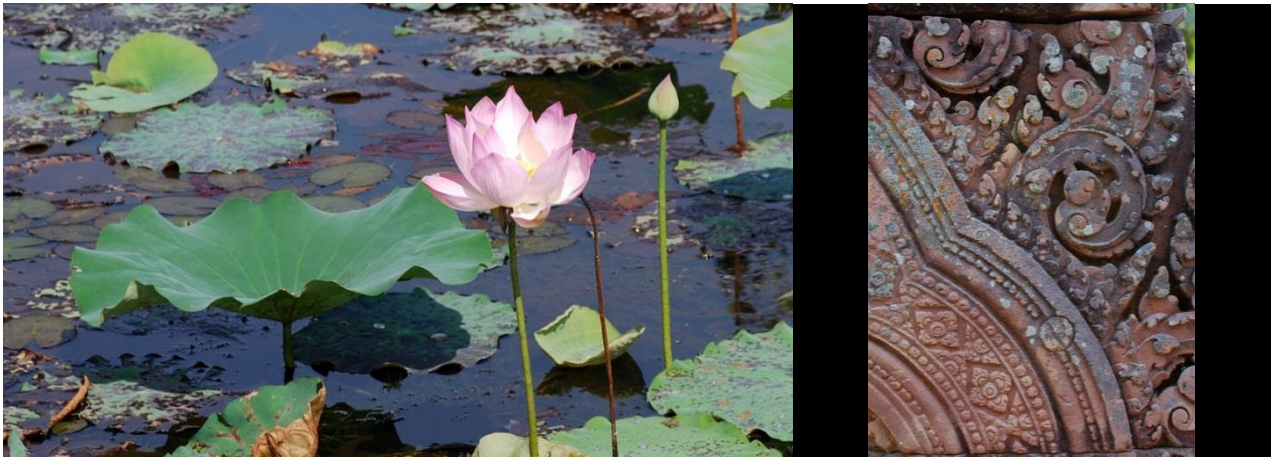
5.3 Establishing inter-agency linkages and program integration

Strategy: The APSARA National Authority, Ministry of Tourism, and other relevant government agencies will collaborate and ensure that all tourism programs and initiatives which affect the Angkor WHA are genuinely integrated and consistent with the values of the place.

Rationale: Angkor WHA is a major contributor to the Cambodian economy and is therefore the focus of a wide range of government activities which need to be integrated and coordinated.

Action	Responsibility	Timing	Priority
5.3.1 Further clarify the respective roles of the Ministry of Tourism, APSARA and Provincial Government in tourism management at Angkor	*DG; MoT; Provincial Government; Police*		*First*
5.3.2 Further enhance cooperation between APSARA's agents and the Tourism Police and Heritage Police	*APSARA; Tourism Police; Heritage Police*		*Medium*
5.3.3 Establish co-operative collaboration mechanisms between different agencies working at Angkor	*DG*		*Medium*
5.3.4 Establish regular meetings between APSARA and the Ministry of Tourism	*MoT; DTDA*		*High*

5.4 Building capacity

Strategy: The APSARA National Authority and other agencies will acquire, develop and deploy the knowledge, technical skills and human resources needed to implement the TMP.

Rationale: Management at tourism at Angkor WHA is entirely dependent upon the availability and effective use of adequate human resources.

Action	Responsibility	Timing	Priority
5.4.1 Train teams operating in the field by determining the role played by each one and cases wherein partner and cooperation between different agencies is desirable	*APSARA; Provincial Government; Police*		*High*

| Action	Responsibility	Timing	Priority
5.4.2 Provide trainer training in all fields of management activity	*APSARA; Provincial Government; Police*		*Medium*
5.4.3 Encourage and reward high achieving staff	*APSARA*		*Medium*
5.4.4 Hold regular briefing sessions for APSARA's staff on what the various departments are doing, keeping everyone informed of what is going on	*DG*		*High*
5.4.5 Hold training sessions on the significance of sustainable development and tourism and on world heritage norms among staff	*DCDMHN*		*Medium*
5.4.6 Appoint dedicated site managers for temples that have high visitation and high heritage value	*DG*		*High*
5.4.7 Raise awareness and understanding of Angkor's natural and cultural values among APSARA staff	*APSARA; DCDMHN*		*Medium*
5.4.8 Continue to build capacity within both APSARA and the Ministry of Tourism to support the planning and implementation of community-based tourism initiatives	*APSARA; MoT*		*Medium*

5.5 Allocating resources

Strategy: Government agencies involved in tourism management at Angkor WHA will effectively deploy the human, financial and other resources required to implement the TMP.

Rationale: Tourism management at Angkor requires both adequate resources and their appropriate prioritisation and allocation.

Action	Responsibility	Timing	Priority
5.5.1 Ensure that adequate financial and other resources are available to implement the Priority Actions identified in this TMP	*DG; DFA*		*High*

Action	Responsibility	Timing	Priority
5.5.2 Allocate the funding or other resources required for training of temple managers and management teams at major temples	APSARA; DG; DFA; Donor		High
5.5.3 Identify and integrate of current programs for visitor facilities and amenities	DTTS; DG		High
5.5.4 Ascertain the necessary resources for the development of amenities, infrastructure and visitor facilities within the Angkor Park	DTTS; DG		Medium
5.5.5 Deploy necessary resources in a timely manner and review and improve current systems of resource deployment.	DG; DFA		Medium
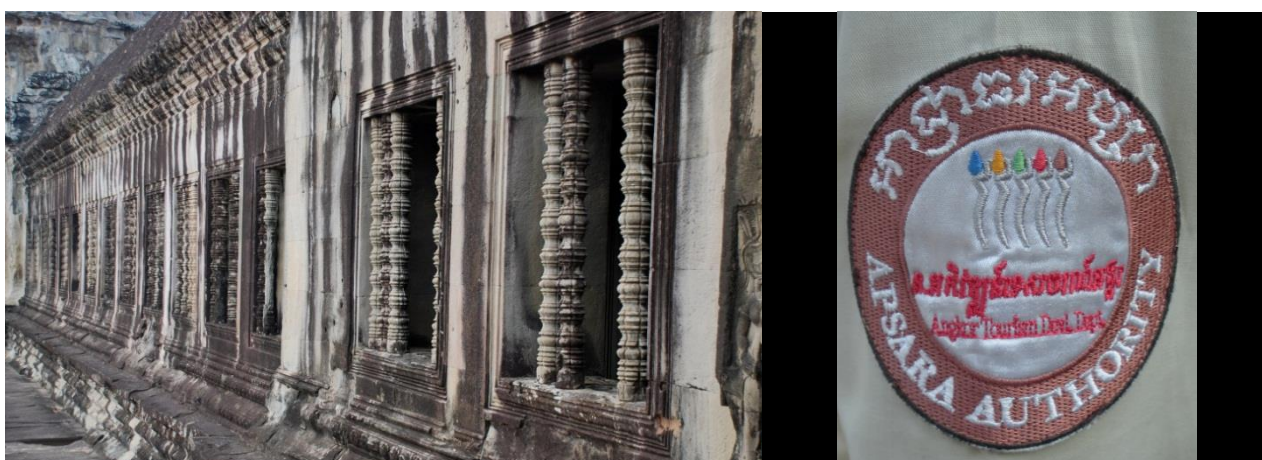
5.6 Ensuring regulatory and policy controls are effective

Strategy: APSARA will draft and adopt all regulations and policies necessary to implement the TMP.

Rationale: An essential part of the implementation of the TMP and the management of tourism in Angkor WHA will be strong and effective regulations and policies.

Action	Responsibility	Timing	Priority
5.6.1 Ensure the TMP is adopted and endorsed by the Royal Cambodian Government, ICC, UNESCO, APSARA and MoT	Chairman of APSARA		High
5.6.2 Improve regulation within temples through appropriate utilisation of available resources such as heritage police	DG		High
5.6.3 Further enhance laws and regulations for tourism and heritage and implement strictly	DG; DCDMHN; DTDA		Medium
5.6.4 Explore options for segmented pricing structures to get better financial yield per visitor and disperse visitors across the WHA	DG; DFA		High

5.7 Managing information

Strategy: All relevant information needed to effectively manage tourism at Angkor will be collected, managed and made accessible by APSARA National Authority to all key staff and stakeholders as necessary.

Rationale: Access to accurate and timely information by key stakeholders will be necessary for the implementation of the TMP and will contribute to good decision making.

Action	Responsibility	Timing	Priority
5.7.1 Develop systems to enable collection, management and sharing of information within APSARA (and outside APSARA where needed)	*Angkor Documentation Centre*		*High*

5.8 Monitoring

Strategy: The implementation of the TMP will be monitored on a regular basis, and reports on its progress will be made to the Royal Cambodian Government and the ICC.

Rationale: Monitoring will enable the measurement of progress and the rectifying of any unforseen issues which arise in the implementation process.

Action	Responsibility	Timing	Priority

| 5.8.1 Report on TMP implementation progress to Technical ICC Sessions	APSARA		High
5.8.2 Conduct overall monitoring of tourism trends and management responses to changing tourism conditions	DTDA		Medium
5.8.3 Continue to undertake monitoring and research of visitor use and patterns	DCDMHN		Medium

5.9 Reviewing

Strategy: Every 5 years, or sooner if circumstances warrant, the TMP will undergo a major review of its objectives, policy initiatives and strategies.

Rationale: Changing circumstances and progress made in the management of tourism will necessitate a review of the TMP and provide the opportunity for assessing and dealing with new issues and challenges.

Action	Responsibility	Timing	Priority
5.9.1 Introduce a review policy for the TMP as it is a flexible living document and strategies can be adjusted and changed at any time to suit changing circumstances.	*DG*		*Medium*
5.9.2 Undertake a standard review of the TMP every 5 years in a consultative manner with stakeholders.	*APSARA; MoT; Industry Consultative Working Group; Provincial Government*		*Medium*
5.9.3 Review and revise TMP Priority Actions	*APSARA and ICC*		*High*

TMP Policy Initiative 6 — Stakeholder Engagement
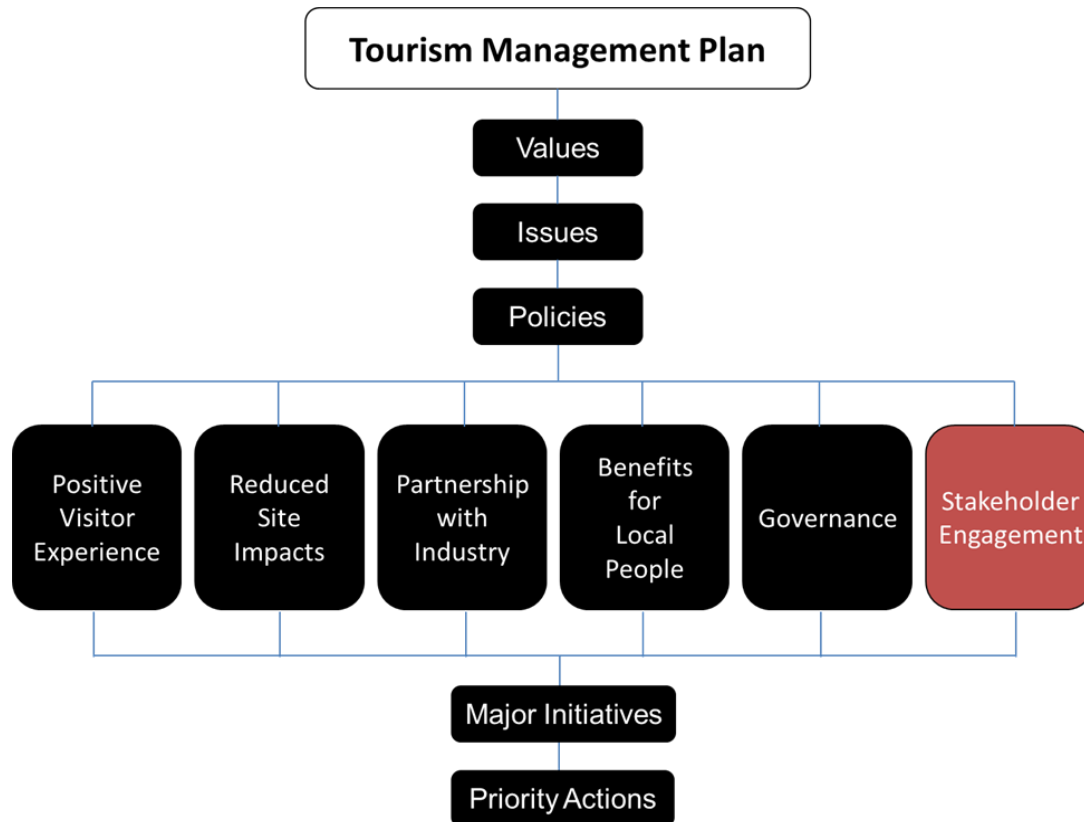
Management Aim:

There will be an agreed vision for management of tourism at Angkor arising from effective communication, consultation and collaboration between and within government, industry, NGOs and local communities at Angkor WHA.

- Genuine commitment to an inclusive process from all stakeholders
- Use and strengthen existing relationships
- Establish new mechanisms for involvement of associated people and organisations
- Manage change through consultative processes
- Promote effective partnerships which provide multiple and mutual benefits
- Regular open communication

Achievements to Date

APSARA has engaged, and continues to engage, with many stakeholders in the management of Angkor. In particular APSARA has engaged with the tourism industry, Ministry of Tourism, Provincial Government, Communities, NGOs and monks. APSARA understands that stakeholder engagement is a fundamental component of tourism management and has facilitated the creation of working groups with industry and village committees.

Issues to be Addressed:

The following communication issues were identified by government, community or industry stakeholders in Angkor tourism during the consultative process undertaken for this TMP.

Issue	*Strategy*
There is a shortage of information to stakeholders especially zone protection areas such as APSARA tasks, tourists regulations.	4
Some stakeholders in Angkor site are not managed in a coordinated way (monument, outside monument, touts disturb tourists, price of product).	2
Some travel agencies and private companies do not respect conservation regulations and their activities can cause problems, take advantage of local communities or do not contribute to or respect conservation.	3
There is a need to nominate a contact point at APSARA.	4
There should be more stakeholder engagement in, and commitment to, the management of tourism at Angkor.	1

Strategies:

There are four strategies that will enable effective communication, consultation and collaboration between and within government, industry, NGOs and local communities at Angkor WHA:

1.   involving stakeholders;
2.   coordinating stakeholder engagement and participation;
3.   collaborating with stakeholders; and
4.   communicating with stakeholders.

6.1 Involving stakeholders

Strategy: Implementation of the Angkor WHA TMP will actively involve stakeholders through communication, consultation and collaboration with other key stakeholders.

Rationale: Management of tourism at Angkor requires a commitment from all stakeholders to work together to conserve the values of the place and promote sustainable tourism development.

Action	Responsibility	Timing	Priority
6.1.1 Raise awareness among APSARA personnel about the importance of stakeholder engagement and transparency	*APSARA; DG*		*High*
6.1.2 Continue to organise stakeholder forums and working group meetings for stakeholders to be involved..	*APSARA; Industry Consultative Working Group*		*High*
6.1.3 Establish transparent mechanisms for stakeholders to provide input, suggestions and feedback on tourism management at Angkor	*APSARA; DG*		*High*

6.2 Coordinating stakeholder engagement and participation

Strategy: Stakeholder engagement and participation will be coordinated and organised to achieve the objectives of the TMP.

Rationale: Focused and coordinated implementation involving key stakeholders is necessary for the TMP to be operational.

Action	Responsibility	Timing	Priority
6.2.1 Coordinate stakeholder involvement in the TMP and develop a culture which facilitates transparency, communication and cooperation	*APSARA TMP Senior Officer; APSARA Industry Consultative Working Group; Provincial Government*		*High*
6.2.2 Explore the options of allocating a liaison officer to coordinate stakeholder input in the TMP	*DG*		*High*
6.2.3 Collate information from key stakeholders	*TMP Senior Officer; APSARA; Industry Liaison Officer*		*High*
6.2.4 Co-ordinate production and dissemination of e-news	*APSARA Webmaster*		*High*

6.3 Collaborating with stakeholders

Strategy: Stakeholders will actively identify and implement projects which support the policy initiatives of the TMP.

Rationale: Collaboration is a fundamental tenet for successful management of tourism.

Action	Responsibility	Timing	Priority
6.3.1 Identify tourism related projects for international community support	*DG; DTDA*		*Medium*
6.3.2 Establish regular meetings with NGOs in their spheres of operation to identify collaborative opportunities	*DLPHM; DTDA*		*Medium*
6.3.3 Facilitate the tourism industry to identify creative initiatives for collaboration to achieve TMP outcomes	*Industry Liaison Officer; Industry Consultative Working Group; DTDA*		*Medium*

6.4 Communicating with stakeholders

Strategy: Stakeholders will actively identify and implement projects which support the policy initiatives of the TMP.

Rationale: Clear and regular communication is necessary for successful implementation of tourism management policies.

Action	Responsibility	Timing	Priority
6.4.1 Communicate the staging of implementation of the TMP to the Royal Government of Cambodia, the ICC, the tourism industry and other stakeholders, so that expectations are well managed	*DG; APSARA TMP Senior Officer;*		*High*
6.4.2 Create structured communication with stakeholders including NGOs, industry, guides and local people	*APSARA*		*High*

6.4.3 Hold more regular meetings with the private sector to raise awareness and get the local communities involved in the efficient management of the site, with a view to limiting negative impacts	*Industry Liaison Officer; Industry Consultative Working Group*		*High*
6.4.4 Provide information and communication to stakeholders about closures of parts of the Angkor WHA for cultural ceremonies, festivals and events	*Industry Liaison Officer; APSARA Webmaster; DC; DTDA*		*High*
6.4.5 Use the APSARA website to provide access to continuous up to date information for all Angkor Park stakeholders	*APSARA Webmaster*		*High*
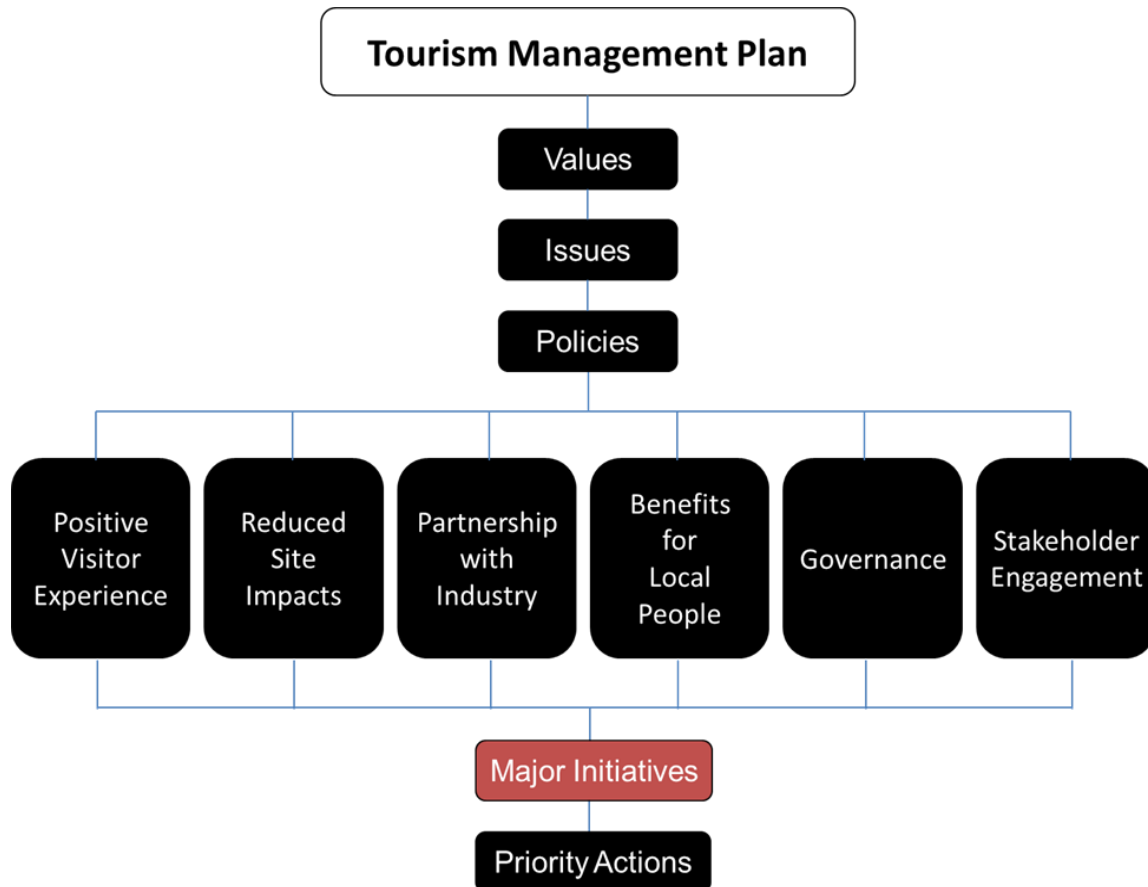
The policy initiative programmes and specific actions outlined above provide a comprehensive approach to tourism management at Angkor. Underlying the specific recommendations are some fundamentally important changes which can only occur with the support and involvement of government agencies and the tourism industry. The following major initiatives are essential to the future management of Angkor in a way which can provide positive visitor experiences, reduce site impacts, create partnerships with industry, deliver benefits for local people, and achieve appropriate governance arrangements.

These are fundamental, big picture matters. Detailed attention to them and their implementation in some form is essential to the success of the TMP, and the sustainable management of tourism at Angkor. These issues are complex and will require senior government and stakeholder engagement, as well as problem-solving skills and substantial changes to some present practices.

A. Integrated Management at Individual Temples

Many of the issues and challenges at Angkor relates to the day-to-day operation of a few major temples. At these temples there are opportunities to improve management by deploying existing resources differently, so that there can be a more responsive approach that is customised to particular circumstances at each temple on different days.

Individual temple managers should be appointed at major temples with high visitation, such as Angkor Wat, the Bayon, Ta Prohm, Phnom Bakheng, Angkor Thom, Beng Mealea, and Banteay Srei. These managers must have authority to make decisions and direct personnel. This authority should be included in their conditions of appointment. Temple managers require ongoing training in site management and should be supported by a 'Manual for Site Managers'.

All personnel employed at temples should be part of an integrated team, suitably trained and able to contribute to temple management, as needed. (For example, it should be every government officer's responsibility to assist visitors where they can or to intervene to prevent inappropriate behaviour or damage.)

B. Visitor Flow Management

At present, there are relatively few restrictions on where visitors at Angkor may go and what they may do. Given the rapid and continuing growth in visitor numbers, this approach is unsustainable. It is essential that both government and industry accept the need to introduce mechanisms to manage visitor flow, including addressing the carrying capacity of the site and individual temples. For example, it might not be possible in future for every visitor to visit any temple. However, there may be opportunities to improve the situation through a 'booking' arrangement for some temples or design of special circuits at peak times. Circulation and visitor flow patterns will need to be defined and managed both within the Angkor Park and within some of the more popular individual temples.

This issue is both urgent and important and needs to be addressed through the preparation of a carrying capacity study which examines both the Angkor Park overall and the major temples which receive high visitation. The carrying capacity study should have regard to current information on visitor flow and visitation patterns.

C. Transport System

Arising from the inevitable need to manage visitor flow patterns more actively within the Angkor Park, an overall transport system is required. Such a system will require careful investigation and analysis. The system should be designed and implemented consultatively with industry and there should be adequate lead-in time which allows industry to adjust to changes. The system needs to address the vehicle and non-vehicle routes, modes of transport, directional flow and potential for restrictions on where visitors may go and how many visitors may be in a particular place at the same time.

Changes to existing transport arrangements are essential if the Angkor World Heritage site is to be protected and conserved. Vehicle numbers need to be minimised and those vehicles that do enter the site must be carefully directed. Low key, traditional transport (such as walking, bicycles, remorks or ox carts) should be encouraged and new approaches (such as hop-on/hop-off mini-buses) need to be investigated. The forthcoming opening of a new Welcome Centre provides one opportunity for integrated transport management and changeover between buses/coasters and more low-key transport options.

An important long-term objective of the transport system should be to remove heavy vehicles, including buses and coasters, from the Angkor Park altogether. A short-term objective is to cease bus and coaster access within Angkor Thom, or alternatively, to create a tidal traffic flow pattern, where vehicles within Angkor Thom only travel in one direction.

Additional cycle-ways and pedestrian paths should be provided within Angkor Park.

The parking arrangements for vehicles also warrant major revision. Such facilities need to be located away from significant temple sites, so as to minimise impact and provide opportunities for managing visitor flow between the carpark and the temple itself. (The parvis at Banteay Srei offers an example of what can be achieved through thoughtful planning of parking arrangements.)

D. Visitor Orientation

A fundamental absence from the suite of existing visitor management and experience is a common core orientation. Such an orientation could present a briefing on appropriate visitor behaviour, basic information about the history and significance of the Angkor World Heritage Site, and options for thematic circuits and tours.

Ideally, core introductory information should be delivered off-site, thereby minimising on-site impacts. This might occur at the new Welcome Centre, and/or might be delivered in a decentralised manner by being provided in hotels or buses, according to a specified set of standards.

Training of existing and new tourist guides regarding the content of the common core orientation will be essential.

The core information should include a Visitor Code, presented according to a standard numbering system, in multiple languages. (The purpose of the standard numbering system is to enable guides and temple staff to draw any visitor's attention to particular regulations requirements, easily.) This Visitor Code should be developed from the existing 'visitors regulations' document.
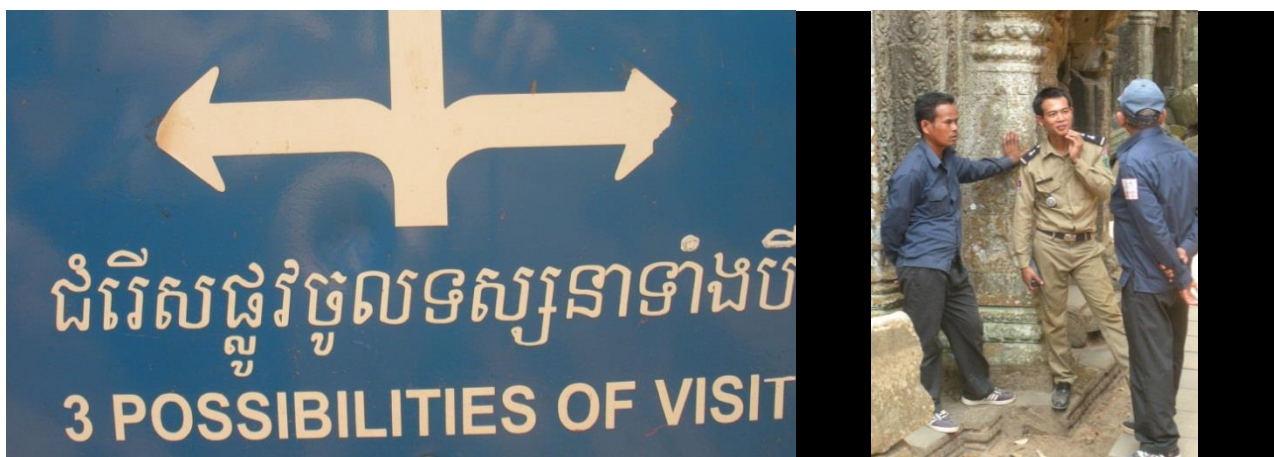
E. Visitor Services and Experience

Angkor Park requires a visionary plan for visitor service infrastructure: one which involves substantial investment in well-conceived and thoughtfully planned visitor facilities. High-quality restrooms need to be available in proximity to major temple sites, but must be located so as to avoid heritage or other environmental impacts. (For less-visited sites, visitors need to be properly briefed about the limited facilities.)

A similar overall plan is needed for food and beverage outlets, so as to provide additional opportunities for local people to sell and visitors to buy, as well as a greater selection of sales items. As with restrooms, the thoughtful design and location of these facilities can ensure that they avoid heritage and other environmental impacts.

F. Tourist Guide Training

There are some excellent tour guides at Angkor. However, there are also some very poor guides. The reputation of Angkor and the current visitor numbers warrant urgent attention to guiding standards and a collaborative approach between guide associations, industry and government to agree upon and implement appropriate and consistent guide training, standards for delivery and evaluation.

An important element in improving tourist guide training will be 're-training' of existing guides regarding common core visitor orientation information, the Visitor Code and up-to-date accurate information about the history and significance of the Angkor World Heritage Site. This training should be provided by the APSARA National Authority.

G. Local Craft

One of the major opportunities for local people to share in the economic benefit of tourism at Angkor is through the manufacture and sale of local crafts. Tourists are often interested in buying local products, in preference to mass-produced standard products. Challenges arise in connecting local craftspeople with tourists in two ways: firstly, it may be difficult for local makers to present their wares to tourists, other than through on selling to wholesalers or retailers; and, secondly, it is difficult for some visitors to distinguish between genuine local products and other products.

The TMP seeks to provide benefits to local people. This can be facilitated by both government and industry.

Government can regulate or encourage certification of 'authentic' local products (through the Angkor Handicraft Association) or other initiatives. Government can establish training programs or facilitate local

business opportunities—as has been occurring through the Department of Land Planning and Habitat Management. A central local craft market should be established within Angkor Park, as a venue where only Angkor Park resident craftsmen can trade (with no charge) and visitors can be sure they are buying genuine local handicrafts direct from the maker. A 'cultural map' should be prepared showing which crafts are currently made at which locations within The Angkor Park. Training of local people in traditional crafts and how to operate a craft business is an ongoing need. APSARA can also assist directly by buying locally-made products (such as brooms) wherever possible.

The tourism industry is best-placed to ensure that visitors are actually connected with local people and provided with opportunities to buy—whether that be food and beverage or local crafts. While initiatives such as these are simple and some are already in progress, the principle behind them of seeking to ensure that locals get to sell directly to visitors is important. Another option might involve certification of tour operators who are committed to providing every visitor with at least one opportunity to purchase local craft directly from the maker, in a manner similar to the certification of 'fair-trade' produce.

H. Ticketing

Ticketing processes at Angkor have not kept pace with the burgeoning tourism market, nor with available technology, nor with best-practice at other major World Heritage sites. There are three issues: pricing, the suite of available tickets, and the manner in which they can be acquired.

Ticket prices at Angkor are well below market levels for many comparable World Heritage sites. It is inevitable that ticket prices will rise over time, presenting opportunities not only for improved revenue, but more importantly the chance to introduce different types of ticket which differentiate between different experiences and therefore have different prices.

The current range of ticketing options at Angkor does not reflect market demand, nor the need to reduce impact, nor the objective to improve visitor experiences. Ticket pricing is a powerful potential tool for changing visitor behaviour. By linking different ticket options with market segments, visitors can benefit by purchasing a ticket that suits their particular needs, impacts from overcrowding can be reduced by differential pricing and revenues can actually increase. (For example, consideration should be given to the introduction of a 1-day ticket which includes a visit to only one of the three major temples: Angkor Wat, the Bayon and Ta Prohm.)

Rather than focusing on increased visitation to Angkor, government and industry should consider revenue and income yielded per visitor. In terms of revenues and visitor experiences, there is considerable potential to increase revenues, improve experiences and reduce impacts by introducing seasonal pricing. There are also opportunities to introduce 'special' Angkor experiences to the high-end of the tourism market, at significantly higher prices. Examples include exclusive booking of a particular temple site for a group event, or the ability to 'book' guaranteed entry to a popular temple at a particular time.

There is considerable dissatisfaction about the limited opportunities provided to buy tickets and the inevitable delays, queues and confusion at the Angkor Park entry plaza on busy mornings. Technology is available which could allow online ticket purchases, or at the very least, pre-distribution at hotels or on buses.

Any changes to pricing or ticketing arrangements for Angkor should be introduced consultatively, with the benefit of industry input and should be announced well in advance, allowing industry time to adjust accordingly.

I. Industry Relationship and Communication

Tourism at Angkor is a partnership. It cannot happen without both government and industry. Industry has demonstrated its eagerness to engage with government; to learn more, to provide feedback and to embrace opportunities to invest in new tourism products at Angkor. A new collaborative approach, continued willingness from government and improved communication are needed for this partnership to work effectively.

There are a range of simple but effective initiatives which can easily and relatively quickly be implemented in order to develop productive relationships and improve communication between all of the players in the tourism industry at Angkor.

An industry consultation group, comprising representatives from different industry sectors, and relevant government agencies should be convened on a quarterly basis, to identify and discuss new initiatives, problems and opportunities.

The APSARA National Authority, the Ministry of Tourism and the Cambodian Association of Travel Agents (CATA) should arrange for regular regional liaison meetings.

The APSARA National Authority should participate actively in relevant tourism industry trade shows and promotions.

The APSARA National Authority should appoint a tourism industry liaison officer (or officers), who can be the primary point of contact and problem-solver for the tourism industry. This officer should be supported by a 'hotline' telephone number which visitors or operators can call when assistance is required.

The APSARA National Authority should immediately implement a regular monthly e-newsletter to keep industry informed. The APSARA personnel involved will need to be given authority to collate and distribute the relevant information.

The APSARA National Authority/official Angkor website should be updated and a permanent webmaster should be appointed, with both resources and authority to enable ongoing updating of the website. The website should be linked to as many other relevant websites as possible. Major elements within the website should be available in multiple languages.

J. Siem Reap, the Tonle Sap and the Kulen Hills

Angkor World Heritage Park is a central element within a broader cultural landscape that incorporates the City of Siem Reap, the Tonle Sap Lake and the Kulen Hills, all of which form part of the physical and cultural setting for tourism at Angkor. It is therefore critical that management of tourism at Angkor is mindful of, and integrates with, conservation and tourism at these other places.

The urban cultural heritage of Siem Reap City should form part of the visitor experience and should be strategically managed cohesively with the Angkor Park and its buffer zone. This management should include the conservation and interpretation of cultural features, installation of infrastructure and improvements to facilities so as to secure Siem Reap from the threat of floodwaters, provide essential visitor services, such as parking, and present attractive opportunities for visitors.

The continuing deforestation in the Mount Kulen threatens the Angkor monuments and the City of Siem Reap with flooding, which can gravely affect both conservation and tourism. Urgent action should occur to cease deforestation to prepare and implement a strategic overall plan for re-afforestation, safeguarding of historic monuments and protection of the environment.


K. Monitoring of Progress by the ICC

Implementation of the TMP is fundamental to the long term conservation and management of Angkor World Heritage Park. The appropriate independent expert institution to monitor progress with implementation of the TMP is the International Coordinating Committee for the Safeguarding and Development of the Historic Site of Angkor (the ICC). It is also appropriate for the ICC to work with the APSARA National Authority on regular review of the 'priority' implementation actions from the TMP.

The APSARA National Authority should provide a detailed implementation report on progress with the TMP overall and specific achievements on the identified 'Priority Actions' to every Technical Session of the ICC.

The APSARA National Authority and ICC should collaboratively review and re-determine an appropriate set of 'Priority Actions' from the TMP at intervals of not less than 5 years.
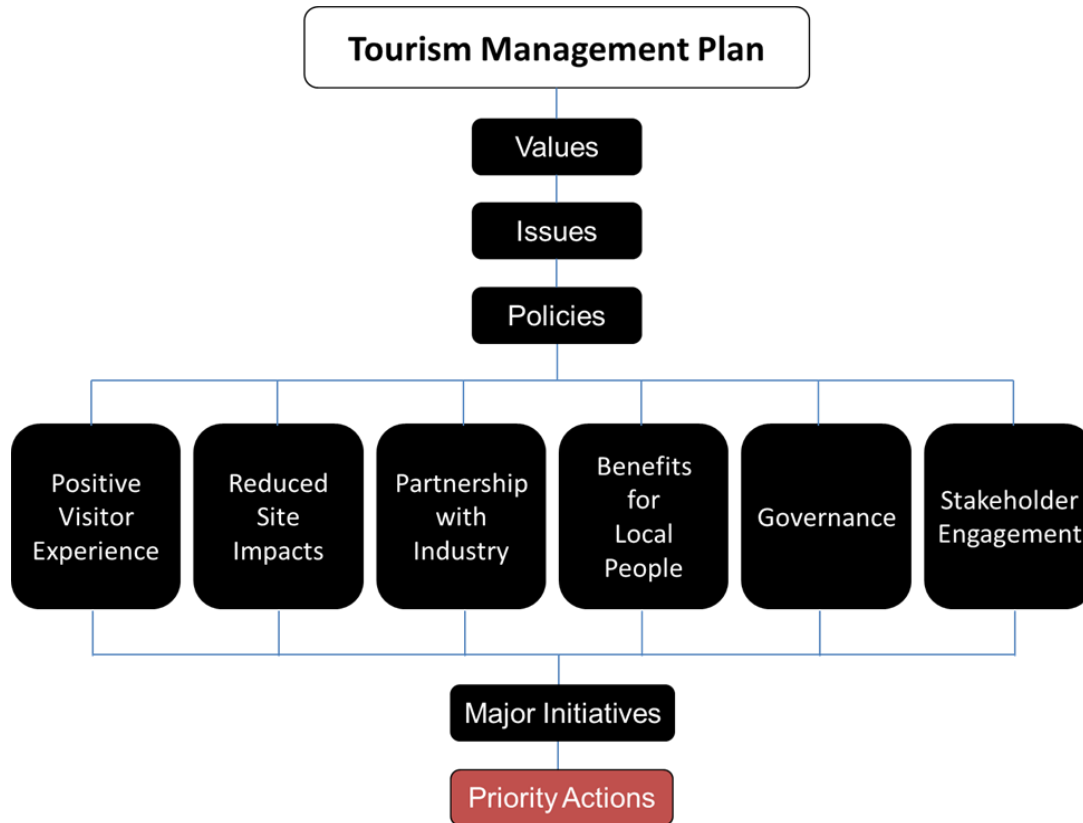
Improving tourism management at Angkor will be a long-term process and some of the 'major initiatives' will take time. However, there are opportunities for immediate improvement and a need to commence some important projects which will feed into good long-term decision-making. The following activities are therefore identified as 'priority actions', which should be implemented as soon as possible, following government agreement and allocation of the necessary resources:

Appoint staff to be responsible for implementation of the Tourism Management Plan

1. The APSARA National Authority, the Ministry of Tourism and the Siem Reap Provincial Government should give high priority to immediate appointment of the personnel needed for implementation of this TMP and ensure that these personnel can devote the necessary time and resources.

    ‣ The APSARA National Authority should appoint a single senior officer who is responsible for the management of tourism at Angkor, in accordance with this TMP.

    ‣ The Ministry of Tourism should appoint a single officer who is responsible for implementing aspects of this TMP that relate to the Ministry of Tourism.

    ‣ The Governor of Siem Reap Province should appoint a single officer who is responsible for implementing aspects of this TMP that relate to the Siem Reap Provincial Government.

- ‣ APSARA National Authority personnel throughout the organisation should be allocated specific roles and responsibilities for implementation of the TMP.

Undertake a carrying capacity study for Angkor

2. The APSARA National Authority should determine an approach, prepare a detailed scope, and commission a 'Carrying Capacity Study' for the Angkor World Heritage Area and individual major temples, as a matter of urgency. The approach and scope should be informed by best practice at other World Heritage sites and the 'Risk Map' which is being developed as part of the Angkor Heritage Management Framework. Appropriate international donors should be approached to support this study.

Implement integrated temple management

3. The day-to-day operation of major temples with high visitation (such as Angkor Wat, the Bayon, Ta Prohm, Phnom Bakheng, Angkor Thom, Beng Mealea, and Banteay Srei) should be improved through a better integrated management system in which individual temple managers with authority to make decisions and direct personnel are appointed. Temple managers require training in site management and should be supported by a 'Manual for Site Managers'. All personnel employed at temples should be part of an integrated team, suitably trained and able to contribute to temple management, as needed. This system should be implemented in stages, commencing with Beng Mealea and a temple, to be selected, within the Angkor Park.

Develop and implement a temple classification system

4. A 'Temple Classification System' should be prepared, using results from the 'Carrying Capacity Study', as well as consultation and collaborative input from the tourism industry and the APSARA National Authority. The Temple Classification System should identify different tourism market segments and different temples which provide experiences which correlate with those market segments.

Instigate a new transport system

5. The APSARA National Authority should undertake the necessary documentation, research and analysis to prepare a transport study for Angkor, Siem Reap and surrounding areas, leading to implementation of a new integrated transport system for Angkor Park. The study should involve international support and consider best-practice at other World Heritage sites. The new system should address the vehicle and non-vehicle routes, modes of transport, directional flow and potential for restrictions. The system should seek to reduce the use of large vehicles over time and focus on low-key and traditional transport.

Prepare a visitor services plan

6. The APSARA National authority should prepare a new plan for visitor service infrastructure, focusing particularly on car parking, restrooms and food and beverage outlets.

Re-train tourist guides

7. The APSARA National Authority should implement a program of refresher training and a revised and enhanced training program for guides covering common core visitor orientation information, the Angkor Visitor Code and up-to-date accurate information about the history and significance of the Angkor World Heritage Site. This training should be based upon a collaborative approach between guide associations, industry and government.

Develop codes of conduct

8. Codes of conduct should be prepared for visitors, guides, and tourism industry operators at Angkor, with priority being given in the first instance to the development of an Angkor Visitor Code. The codes should be widely circulated and generally made available in multiple languages and innovative ways, which ensure that they are well-communicated to all participants in tourism in Angkor. Existing visitor regulations should be used as a starting point in preparing these codes.

Implement tourism industry consultation and communication initiatives

9. In order to realise an effective partnership between private enterprise and the Royal Cambodian Government, an 'Industry Consultation Group', comprising representatives from different industry sectors and relevant government agencies should be convened on a quarterly basis to identify and discuss new initiatives, problems and opportunities. Members of the group should be expected to consult with and report back to their colleagues and associates from government and industry organisations.

10. The APSARA National Authority, the Ministry of Tourism, the Siem Reap Provincial Government, the Cambodian Association of Travel Agents, the Transport Association, the Tour Guides Association, and other agencies involved in tourism at Angkor should hold regular regional liaison meetings.

11. The APSARA National Authority should appoint a 'Tourism Industry Liaison Officer' (or officers), who can be the primary point of contact and problem-solver for the tourism industry.

12. The APSARA National Authority tourism industry liaison officer should be supported by a 'hotline' telephone number which visitors or operators can call when assistance is required.

Update APSARA website

13. The APSARA National Authority/official Angkor website should be updated and a permanent webmaster should be appointed. The webmaster should be supervised by the Director General and have access to the necessary resources to enable ongoing updating and management of the website. The APSARA National Authority webmaster should immediately implement a regular monthly e-newsletter to keep industry informed. The webmaster should be given authority by The Director General to collate and distribute relevant information.

Support authentic craft certification and sales

14. Government should be proactive in its initiatives to facilitate the manufacture and sale of local crafts from local people directly to tourists at Angkor. The APSARA National Authority and other government and private agencies should actively support this process, through Angkor Handicraft Association certification and through ongoing training of local craftspeople.

15. The APSARA National Authority should establish a dedicated 'local crafts market' at a central location within the Angkor Park which has exclusive selling access for local people and guaranteed authenticity of local products for tourists. Consideration should be given to offering a 'fixed price' for all items sold at this market.

Conserve and present the urban heritage of Siem Reap

16. The APSARA National Authority and the Siem Reap Provincial Government should continue to collaborate to conserve and present the heritage of Siem Reap City as part of the Angkor World Heritage Site visitor experience. This management should include the conservation and interpretation of cultural features, enhancement of the environment, installation of infrastructure and improvements to facilities, so as to secure Siem Reap from the threat of floodwaters, provide essential visitor services (such as parking), and present attractive opportunities for visitors.

Prepare a strategic plan for the Kulen Hills

17. Recognising the connection between the Kulen Hills, Kbal Spean and Angkor, the Royal Government of Cambodia should, as soon as possible, prepare and implement a strategic overall plan for stopping

deforestation, establishing re-afforestation, safeguarding historic monuments, protecting the environment and encouraging natural and cultural tourism for the Kulen Hills and Kbal Spean.

Implementation Plans

For each of the agreed Priority Actions, a few pages 'Implementation Plan' will be provided, setting out a clear process and the tasks which need to be undertaken.

The actual implementation plans will be finalised at a special implementation workshop, involving the APSARA National Authority, Ministry of Tourism, UNESCO and the ICC Ad Hoc Experts for Sustainable Development. The Implementation Plans will be added to the TMP following this workshop and ICC endorsement.

Appointment Of Responsible Officers

	Priority Action:	1

Summary:

The APSARA National Authority, the Ministry of Tourism and the Siem Reap Provincial Government should give high priority to immediate appointment of the personnel needed for implementation of this TMP and ensure that these personnel can devote the necessary time and resources.

Objective:

- To ensure that the operational requirements for the implementation of the Tourism Management Plan are met
- To facilitate the allocation of duties for the implementation of the Tourism Management Plan
- To ensure that the Tourism Management Plan is implemented according to the timeframe agreed by the Royal Government of Cambodia
- To clearly assign roles and responsibilities within the organisational structures of the Government Agencies for the implementation of the Tourism Management Plan
- To facilitate inter-agency linkages and program integration to enhance the operationalization of the Tourism Management Plan

Links to Major Initiatives:

Implementation of Priority Action 1 will commence operationalization of Major Initiative K—Monitoring of TMP Implementation Plans

Resolutions:

N/A

Tasks	Timing	Responsible Personnel	Indicative Resources

1. Appoint a single officer within APSARA who is responsible for the management of the implementation of this TMP		Director General of APSARA	1 full time staff position
2. Appoint a single officer within the Ministry of Tourism who is responsible for implementing aspects of this TMP that relate to the Ministry of Tourism		Minister for Tourism	1 part-time staff position
3. Appoint a single officer within the Siem Reap Provincial Government who is responsible for implementing aspects of this TMP that relate to the Siem Reap Provincial Government		Provincial Governor	1 part-time staff position
4. Appoint personnel within the APSARA National Authority to have specific roles and responsibilities for the implementation of the TMP		Director General of APSARA	~ 20 hours work time
5. Clearly establish how assigned personnel with specific roles will liaise with the APSARA officer responsible for the management of the implementation of the TMP		Director General of APSARA	~ 20 hours work time
6. Establish additional collaboration mechanisms between APSARA directorates working at Angkor for the implementation of the TMP Priority Actions such as a regular meeting between directorates on the ongoing implementation of the TMP		Director General of APSARA	~ 20 hours work time Ongoing commitment
7. Establish a collaboration mechanism between the APSARA National Authority and the other Government organisations involved in the implementation of the TMP, such as a regular meeting between these organisations		APSARA National Authority and other Government organisations	~ 30 hours work time Ongoing commitment
APSARA Personnel:	**Other Personnel:**		
APSARA Officer responsible for TMP implementation	Ministry of Tourism		

Director General	Siem Reap Provincial Government
APSARA personnel assigned to specific roles and responsibilities	
Training Needs:	**Notes:**
N/A	N/A

Carrying Capacity Study	Priority Action:	2

Summary:

The APSARA National Authority should determine an approach, prepare a detailed scope, and commission a 'Carrying Capacity Study' for the Angkor World Heritage Area and individual major temples, as a matter of urgency. The approach and scope should be informed by best practice at other World Heritage sites and the 'Risk Map' which is being developed as part of the Angkor Heritage Management Framework. Appropriate international donors should be approached to support this study.

Objective:

- To enable tourism to develop sustainably by understanding the limiting factors for tourism growth including appropriate visitor numbers
- To apply a best practice methodology to understand and define parameters that should be measured to determine carrying capacity
- To understand parameters for ongoing monitoring of sites within the Angkor Park
- To understand the carrying capacity of the whole Angkor Park as well as the carrying capacity of individual sites
- To have an understanding of the carrying capacity of sites to inform the development of a Temple Classification System, informed visitor circuits and allocation of resources for infrastructure development

Links to Major Initiatives:

Implementation of Priority Action 2 will contribute to delivery of Major Initiative B—Visitor Flow Management.

Resolutions for ICC:

The Tourism Management Plan Working Session held on 18–19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- Resolution B.1—a Carrying Capacity Study should be recommended to the ICC-Angkor; and
- Resolution B.2—a Carrying Capacity Study should be conducted, then temple classification, then temple circuit design.

Tasks	Timing	Responsible Personnel	Indicative Resources
1. Assign APSARA contact person		APSARA	
2. Present recommendation to ICC meeting		APSARA	
3. Prepare Carrying Capacity Study scope using 'LAC' methodology		APSARA + outside assistance and/or GML	~ 60 hours work time
4. Approve project scope		APSARA	
5. Present project scope to ICC for approval		APSARA	
6. Appoint APSARA project officer		APSARA	1 staff position–2 years
7. Approach potential donors		APSARA	~ 50 hours work time
8. Call for Expressions of Interest		APSARA and UNESCO	~ 50 hours work time
9. Commission CC assessment (study and TCS phases)		UNESCO	
10. Participate in CC assessment study phase		APSARA and UNESCO	c$200,000 USD
		APSARA and outside assistance	~ 150 hours work time
			TBD
11. Receive Carrying Capacity Report with outcomes from study		APSARA and UNESCO	
12. Implement outcomes of Carrying Capacity Study and introduce ongoing monitoring based on CC parameters		APSARA	TBD
13. Commence development of TCS based on results		APSARA and outside assistance	

APSARA Personnel:	Other Personnel:		
APSARA Officer responsible for TMP implementation	Ad hoc experts		

Technical Committee—three person project team	External expert consultant
ICC and Ad Hoc Experts for advice	Donor
Director General	
Department of Tourism Development	
Department of Monuments in Angkor Park	
Department of Land Planning and Habitat Management	
Training Needs:	**Notes:**
- Technical Committee—Limits of Acceptable Change methodology - Internal APSARA workshop - Post receipt APSARA workshop	Approach Getty Conservation Institute for advice about the project scope, likely budget and potential participation as expert consultant and donor

Integrated Temple Management	Priority Action: 3

Summary:

The day-to-day operation of major temples with high visitation (such as Angkor Wat, the Bayon, Ta Prohm, Phnom Bakheng, Angkor Thom, Beng Mealea, and Banteay Srei) should be improved through a better integrated management system in which individual temple managers with authority to make decisions and direct personnel are appointed. Temple managers require training in site management and should be supported by a 'Manual for Site Managers'. All personnel employed at temples should be part of an integrated team, suitably trained and able to contribute to temple management, as needed. This system should be implemented in stages, commencing with Beng Mealea and a temple, to be selected, within the Angkor Park.

Objective:

- To improve the management of tourism within the Angkor Park at specific temple locations
- To enhance the ability of on-site staff from all sectors (police, guards, technical staff and cleaners) to protect the monuments and manage visitors by working in an integrated manner

- To appoint a site manager who can supervise on-site staff and better distribute available human resources, as well as foster improved responsibility and skills of site staff
- To appoint a site manager at major temple sites who is able to make informed daily choices about visitor movement and management needs that respond to the pertaining conditions
- To establish an integrated temple management system that allows for ongoing monitoring and proactive site management
- To appoint a site manager who is able to collaborate with other site managers within the Angkor Park to manage visitor flow across the Angkor Park

Links to Major Initiatives:

Implementation of Priority Action 3 will commence operationalization of Major Initiative A—Integrated Management at Individual Temples

Resolutions:

The Tourism Management Plan Working Session held on 18–19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- Resolution A.I—Integrated Temple Management: site managers
- Resolution A.II—Visitors Flow Management

Tasks	Timing	Responsible Personnel	Indicative Resources
1. Draft the Manual for Site Managers		HMF Technical Committee/ GML	~ 50 hours work time
2. Translate and print the Manual for Site Managers		UNESCO	$2,000 USD
3. Establish the conditions of appointment for site managers		Director General of APSARA	~ 20 hours work time
4. Undertake training of APSARA HMF Technical Committee to equip them with skills in site management and ability to present the Manual		GML	Included in HMF project
5. Explore options for training of site managers		GML/ APSARA/ UNESCO	Included in HMF project
6. Provide training in heritage site management to proposed site managers		GML/ APSARA	HMF project and ongoing
		APSARA	TBD

7. Provide training to on-site staff about integrated site management and the roles and responsibilities of all personnel 8. Implement site management at Beng Mealea and at a temple to be selected within the Angkor Park 9. Gradually implement integrated site management at other locations within the Angkor Park		Site Manager and site staff APSARA	TBD TBD
APSARA Personnel:		**Other Personnel:**	
Director General of APSARA National Authority Site Manager HMF Technical Committee Personnel working at temple sites		GML Heritage Police UNESCO Tourism Police External experts Cleaning Staff	
Training Needs:		**Notes:**	
Site management training for temple managers Training sessions with APSARA staff and other site staff on site management		The appointed site managers should have the authority and responsibility to coordinate all onsite personnel from various sectors	

Temple Classification System	Priority Action:	4

Summary:

A 'Temple Classification System' should be prepared, using results from the 'Carrying Capacity Study', as well as consultation and collaborative input from the tourism industry and the APSARA National Authority. The Temple Classification System should identify different tourism market segments and different temples which provide experiences which correlate with those market segments.

Objective:

- To improve the visitor experience through identifying appropriate temples and other sites that meet visitor needs and linking visitors with those sites
- To reduce site impacts by diversifying visitor experiences through the classification of temples and highlighting the values of each temple location to visitors
- To understand the various characteristics of temple sites within and surrounding the Angkor Park to better manage visitors and inform conservation
- To raise the profile of under-visited places or places which showcase unique cultural or environmental values
- To use the array of characteristics of temple sites to develop new visitor circuits

Links to Major Initiatives:			
Implementation of Priority Action 4 will commence operationalization of Major Initiative B—Visitor Flow Management			

Resolutions:

The Tourism Management Plan Working Session held on 18-19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- Resolution A.II—Visitor Flow Management
- Resolution D.A—Need to break the 'grand circuit– petit circuit': not only classify temples but also highlight their values in order to attract visitors

Tasks	Timing	Responsible Personnel	Indicative Resources
1. Appoint APSARA staff to develop the TCS		Director General	~ 20 hours work time
2. Using the outcomes from the Carrying Capacity Study, which outline the parameters and limits of each site, understand the characteristics and values of each temple or site		Appointed APSARA staff	~ 100 hours work time
3. Develop a classification system for the range of characteristics and values		Appointed APSARA staff/ external expert	~ $30,000 USD
4. Populate the classification system with information from each temple and site		Appointed APSARA staff	~ 200 hours work time
5. Draw upon data within the TCS to determine new opportunities for visitor circuits and diversify visitor experiences		Appointed APSARA staff	~ 400 hours work time
6. Identify the appropriate visitor market segments for each site and temple based on the characteristics in the TCS and with private sector consultation		Appointed APSARA staff/ private sector representatives	~ 60 hours work time
7. Identify under-visited and low profile sites to present to certain visitor markets		Appointed APSARA staff	~ 100 hours work time

8. Promote alternative temples and sites to the appropriate market segments with the aim to distribute visitors across the Angkor Park and improve visitor experiences		Appointed APSARA staff/ Ministry of Tourism	Ongoing within existing resources
9. Improve the information available to visitors that showcases a range of site characteristics and values so that visitors can make informed decisions		Appointed APSARA staff	~ 100 hours work time and ongoing

APSARA Personnel:	Other Personnel:
Director General of APSARA National Authority Appointed APSARA staff	GML External experts Private sector Ministry of Tourism

Training Needs:	Notes:
Training for appointed APSARA staff	External and ad hoc ICC experts may be able to provide advice if requested

New Transport System	Priority Action:	5

Summary:

The APSARA National Authority should undertake the necessary documentation, research and analysis to prepare a transport study for Angkor, Siem Reap and surrounding areas, leading to implementation of a new integrated transport system for Angkor Park. The study should involve international support and consider best-practice at other World Heritage sites. The new system should address the vehicle and non-vehicle routes, modes of transport, directional flow and potential for restrictions. The system should seek to reduce the use of large vehicles over time and focus on low-key and traditional transport.

Objective:

- To promote alternative and traditional modes of transportation where possible including bicycles, horse-carts and ox-carts
- To facilitate pedestrian visits and create cycle paths
- To reduce the use of large vehicles, buses and coasters within Angkor Park
- To reduce vehicle congestion and improve the flow of visitors around the Angkor Park and in Siem Reap
- To improve the safety standards of transport options through regulations and appropriate management of transport movement
- To develop a new transportation system in consultation with the private sector that minimises impacts to the cultural and natural values

Links to Major Initiatives:

Implementation of Priority Action 5 will commence operationalization of Major Initiative C—Transport System

Resolutions:

The Tourism Management Plan Working Session held on 18–19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- Resolution A.III—Transportation System

Tasks	Timing	Responsible Personnel	Indicative Resources
1. Appoint APSARA staff responsible for a new transport system plan		Director General	~ 10 hours work time
2. Approach potential donors/ collaborators		APSARA/ UNESCO	~ 50 hours work time
3. Review all work done to date on transport networks		Appointed APSARA staff	~ 400 hours work time $3,000 USD
4. Seek industry consultation about suggestions for an improved transport network within the Angkor Park		APSARA staff/ industry and other stakeholders Director General	~ 40 hours work time
5. Clarify the status of roads within the Angkor Park and who/ which vehicle types may use the roads		Appointed APSARA staff	~ 60 hours work time
		Appointed APSARA staff	~ 100 hours work time

6. Explore options and conduct trials for removal of buses/ coasters from Angkor Park and one-way traffic systems		Appointed APSARA staff	
7. Explore options for removing vehicles from Angkor Thom and alternatives options such as a hop-on/hop-off electric bus service or walking and cycle paths		Appointed APSARA staff	~ 70 hours work time
8. Identify associated infrastructure needs for parking, rest areas and toilets in conjunction with the visitor services plan		Appointed APSARA staff Appointed APSARA staff	~ 70 hours work time ~ 200 hours work time
9. Outline a system of cycle and pedestrian paths		Appointed APSARA staff/ stakeholders	~ 100 hours work time
10. Draft a comprehensive transport master plan for Angkor Park and surrounds which incorporates the input from stakeholders		ICC/ Chairman of APSARA	
11. Finalise the transport master plan and work with stakeholders to identify priority changes		APSARA/ external donor	TBD
12. Seek ICC and Royal Government of Cambodia endorsement		APSARA/ private sector	ongoing
13. Develop infrastructure for cycle and pedestrian paths			
14. Encourage the use of alternative low impact and traditional transportation (bicycle, cyclo, ox cart)			
APSARA Personnel:		**Other Personnel:**	
Director General of APSARA National Authority Appointed APSARA staff		External donor Private sector ICC	
Training Needs:		**Notes:**	
APSARA staff—once transport master plan is prepared		External and Ad Hoc ICC experts may be able to provide advice if requested	

Visitor Services Plan	Priority Action:	6
Summary: The APSARA National Authority should prepare a new plan for visitor service infrastructure, focusing particularly on car parking, restrooms and food and beverage outlets.		

Objective:

- To improve facilities within Angkor Park
- To elaborate and implement an overall plan of visitor services including infrastructure, parking arrangements, rest areas, toilets, souvenir areas and food and beverage outlets
- To avoid and/or minimise heritage and other environmental impacts through well planned visitor service infrastructure
- To provide additional opportunities for local people to sell and visitors to buy through well planned opportunities for the local community to provide visitor services such as souvenirs or food and beverages
- To meet the needs of visitors and support sustainable site operations

Links to Major Initiatives:

Implementation of Priority Action 6 will commence operationalization of Major Initiative E—Visitor Services and Experience

Resolutions:

The Tourism Management Plan Working Session held on 18-19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- Resolution D.f —No home stays and new restaurants within the Angkor Park (by law) and no night visits within the temples
- Resolution D.c—Air travellers should be informed that they are landing in a protected area which is part of a World Heritage Site

Tasks	Timing	Responsible Personnel	Indicative Resources
1. Assign APSARA staff responsible for the development of a visitor services plan		Director General of APSARA	~ 20 hours work time
2. Determine the best way to inform air travellers that they are landing in a protected area which is part of a World Heritage Site		Appointed APSARA staff	~ 20 hours work time
3. Review and map all current infrastructure		Appointed APSARA staff	~ 200 hours work time
4. Undertake consultation with stakeholders to receive input regarding a new visitor services plan and site infrastructure needs		Appointed APSARA staff/ industry and other stakeholders	~ $3,000 USD

5. Explore options for additional opportunities for local people to provide visitor services		Appointed APSARA staff	~ 40 hours work time
6. Collaborate with the relevant appointed staff to examine options for a dedicated local craft market		Appointed APSARA staff	~ 20 hours work time
		Appointed APSARA staff	~ 20 hours work time
7. Collaborate with the appointed APSARA personnel working on the transport system to map visitor services such as parking, rest areas and toilets		Appointed APSARA staff	~ 400 hours work time
8. Draft a comprehensive visitor services plan that meet the needs of visitors and minimise impacts on heritage and environmental values		Appointed APSARA staff/ other stakeholders	~ 100 hours work time
9. Identify priority actions and work with stakeholders to finalise the visitor services plan		Chairman of APSARA/ ICC	~ 100 hours work time
10. Seek endorsement of the Royal Government of Cambodia and the ICC for the visitor services plan		Appointed APSARA staff	
11. Develop appropriate design guidelines for new infrastructure			TBD
12. Implement the visitor services plan and construct new priority infrastructure		APSARA	

APSARA Personnel:	**Other Personnel:**
Director General of APSARA National Authority	Private sector/ other stakeholders
Appointed APSARA staff	ICC
Training Needs:	**Notes:**
N/A	External and Ad Hoc ICC experts may be able to provide advice if requested

Re-Train Tourist Guides	Priority Action:	7
Summary: The APSARA National Authority should implement a program of refresher training and a revised and enhanced training program for guides covering		

common core visitor orientation information, the Angkor Visitor Code and up-to-date accurate information about the history and significance of the Angkor World Heritage Site. This training should be based upon a collaborative approach between guide associations, industry and government.

Objective:

- To ensure a high standard of operation of Angkor tourist guides as key personnel in the tourism management system of Angkor
- To ensure that guides are key advocates and communicators of important changes in the Angkor tourism management system such as the Angkor Visitor Code and appropriate orientation information
- To ensure that the Angkor guide training system includes accurate and up-to-date information about the values of the Angkor World Heritage Site

Links to Major Initiatives:

Implementation of Priority Action 7 will practically implement Major Initiative F—Tourist Guide Training

Resolutions:

The Tourism Management Plan Working Session held on 18–19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- Resolution A.VII— to implement guides training by the APSARA National Authority (implementation of the recent sub-Decree on the matter)
- Resolution D.b—local communities know very well their villages and Angkor intangible heritage; therefore they can act as guides with all necessary knowledge
- Resolution D.d—need to differentiate between guides and translators through guide uniforms

Tasks	Timing	Responsible Personnel	Indicative Resources
1. Appoint a working group of APSARA and MoT staff to commence planning for the Guide re-training initiative		Director General of APSARA	~ 10 hours work time
2. Consider appointment of tourism industry representation on Working Group		Director General of APSARA in liaison with the Ministry of Tourism	
3. Through Tourism Industry consultation mechanisms (see priority actions 9 – 12), identify any additional issues that need to be considered in the re-training program and discuss feasible methods for implementing the re-training program			~ 100 hours work time
4. Develop content and a proposed program of re-training		Appointed Guide Training Working Group	~ 200 hours work time
5. Run a 'train-the-trainer' program for guide trainers		Guide trainers	TBD
6. Guide trainers to implement re-training		Guide trainers	TBD
7. Evaluate re-training program and provide recommendations for ongoing training of guides		Suitable evaluator	TBD
		APSARA and MoT	Ongoing

8. Continue to monitor the operating standards of guides to ensure the overall standard of the guides is being maintained			
APSARA Personnel:	**Other Personnel:**		
Director General of APSARA National Authority APSARA Officer responsible for TMP implementation 2 - 3 person working group of APSARA staff	MoT representative on working group Tourism industry representative on working group Donor		
Training Needs:	**Notes:**		
This priority action is wholly direction toward an outcome to be achieved through training. It is likely that to be effective a 'train-the-trainer' program will need to be planned and delivered to enable Guide trainers to then undertake the bulk of the re-training program.	Article 22 of the Sub decree about Tour Guides (191.ANK.BK) dated 17 August 2011, requires that the APSARA National Authority will provide training, in affiliation with the Ministry of Tourism, for the special category of tour guides who work within the Angkor World Heritage Site.		

Develop Codes of Conduct	**Priority Action:**	**8**

Summary:

Codes of conduct should be prepared for visitors, guides, and tourism industry operators at Angkor, with priority being given in the first instance to the development of an Angkor Visitor Code. The codes should be widely circulated and generally made available in multiple languages and innovative ways, which ensure that they are well-communicated to all participants in tourism in Angkor. Existing visitor regulations should be used as a starting point in preparing these codes.

Objective:

- To develop an Angkor Visitor Code that consists of a standard set of messages for visitors that outlines expected visitor behaviour, that is widely distributed and is effectively communicated to a wide range of Angkor's visitor markets
- To develop a visitor code that is world's best practice for informing visitor of the part they can play in protecting the heritage values of Angkor
- To develop, over time, supporting and complementary codes of conduct for key industry sectors, including the tourism operators, guides and accommodation providers

Links to Major Initiatives:

Implementation of Priority Action 8 will provide a principle component of Major Initiative D—Visitor Orientation, and Major Initiative F—Tourist Guide Training.

Resolutions:

The Tourism Management Plan Working Session held on 18–19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- Resolution A.VIII.b—to review the initial Visitor Regulations draft and to translate it (Khmer–English–French)

Tasks	Timing	Responsible Personnel	Indicative Resources
1. Establish an Angkor Tourism Codes Working Group (ATCWG) to be primarily responsible for the development of Angkor Codes which include the Angkor Visitor Code (AVC), the Angkor Tourism Industry Code of Conduct (ATICC) and the Angkor Guides Code of Conduct (AGCC).		Director General of APSARA in liaison with the Minister of Tourism	~ 40 work hours
2. Determine purpose and scope of the codes		Angkor Tourism Codes Working Group	~ 20 work hours
3. Consider existing regulations and implications for code development			~ 20 work hours
4. Research use of codes of conduct at other key heritage sites, with a focus on visitor codes of conduct		Appointed research officer Angkor Tourism Codes Working Group	~ 100 work hours
5. Develop detailed implementation strategies and funding requirements for the Angkor Visitor Code (AVC) as a priority			~ 100 work hours
6. Seek funding and support for developing and implementing AVC through cooperative programs with industry.		DG of APSARA in liaison with the Minister of Tourism	Donor funding requests
7. Develop materials and support systems for the AVC using multiple media and delivery mechanisms (including online resources) and which enable the code use to be effective and sustainable. This could be achieved through a contractor and/or Implementation Team of suitable expertise		Angkor Tourism Codes Implementation Team	Donor funding
8. Launch Angkor Visitor Code (AVC) with publicity		TBD	~ 40 work hours & $2,000
9. Develop detailed implementation strategies for the Angkor Tourism Industry Code of Conduct (ATICC) and the Angkor Guides Code of Conduct (AGCC)		Angkor Tourism Codes Working Group	TBD
		TBD	

10. Launch the Angkor Tourism Industry Code of Conduct (ATICC) and the Angkor Guides Code of Conduct (AGCC) in conjunction with Industry bodies with suitable publicity 11. Determine process and responsibilities for monitoring, evaluating and reviewing codes		Angkor Tourism Codes Working Group	~ 40 work hours, & $2,000 TBD

APSARA Personnel:	Other Personnel:
Director General of APSARA National Authority APSARA Officer responsible for TMP implementation 2 - 3 person working group of APSARA staff	MoT representative on working group Tourism Industry representative on working group Donor ICC and ad hoc experts for advice

Training Needs:	Notes:
The implementation strategies for the codes will need to include accompanying training and awareness programs to make key stakeholders aware of the codes and how they can be incorporated into their work.	Research is currently underway to determine best practice benchmark programs that will be useful to inform the Angkor Code development. Careful strategic planning and a professional approach to the development of support materials and systems is essential prior to launching the new codes. Developing the codes through a cooperative approach with Industry and other key stakeholders will help make the codes be effective and sustainable.

Industry Consultation Group	Priority Action: 9

Summary:

In order to realise an effective partnership between private enterprise and the Royal Cambodian Government, an 'Industry Consultation Group', comprising representatives from different industry sectors and relevant government agencies should be convened on a quarterly basis to identify and discuss new initiatives, problems and opportunities. Members of the group should be expected to consult with and report back to their colleagues and associates from government and industry organisations.

Objective:

- To provide an effective communication and consultation mechanism which builds the partnership between the private sector, APSARA and MoT on Angkor tourism management and development
- To provide a direct means of communication between APSARA and industry and improve the clarity of communication and improve information flow
- To provide a regular forum in which issues and concerns of both government and industry can be discussed in a respectful, effective and formal manner
- To provide a forum in which major initiatives can be discussed at an early stage of development to increase the effectiveness and to generate genuine partnership and cooperation in their development and implementation

Links to Major Initiatives:

Implementation of Priority Action 9 will be one of the important contributing actions contributing to Major Initiative I—Industry Relationship and Communication

Resolutions:

The Tourism Management Plan Working Session held on 18–19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- Resolution A.VI.e—to undertake joint tourism promotion (with the Ministry of Tourism and the private sector)
- Resolution A.VI.c—to promote links to APSARA National Authority website

Tasks	Timing	Responsible Personnel	Indicative Resources
1. In accordance with the decision of His Excellency Dr Sok An, Chairman of the APSARA National Authority, at the Tourism Industry Workshop held in Siem Reap in March 2012, establish a 'Government and Industry Consultative Group' to meet on a quarterly basis.		H. E. Chairman of APSARA, Director General of APSARA , HMF Steering Committee	Decision at HMF Steering Committee meeting
2. Develop proposal for membership and terms of reference for the Industry Consultation Group. Seek advice from relevant industry associations		H. E. Minister of Tourism, APSARA Tourism Industry Liaison nominee	~ 20 work hours
3. Decision on membership and terms of reference of the Group, Chair and moderator determined jointly by His Excellency the Chairman of the APSARA National Authority and His Excellency the Minister for Tourism		APSARA Tourism Industry Liaison nominee	~ 20 work hours
4. Hold initial Industry Consultation Group meeting at the Siem Reap headquarters of the APSARA National Authority		APSARA Tourism Industry Liaison nominee	~ $3,000 USD
5. Hold meetings on a quarterly basis at locations and timing to be determined by the Group		APSARA Tourism Industry Liaison nominee	TBD
APSARA Personnel:	**Other Personnel:**		
Director General of APSARA National Authority	H. E. Minister of Tourism		

APSARA Officer responsible for TMP implementation	MoT representative/s
	HMF Steering Committee
	Nominee of the Provincial Governor of Siem Reap Province
	Nominated Tourism Industry representative on Industry Consultative Group
	Chair and moderator to be appointed
Training Needs:	**Notes:**
N/A	N/A

| **Regular Tourism Liaison Meetings** | **Priority Action:** | **10** |

Summary:	
The APSARA National Authority, the Ministry of Tourism, the Siem Reap Provincial Government, the Cambodian Association of Travel Agents, the Transport Association, the Tour Guides Association, and other agencies involved in tourism at Angkor should hold regular regional liaison meetings.	

Objective:

- To foster an active, collaborative arrangement between the private sector, the APSARA National Authority and the Ministry of Tourism
- To provide a direct means of communication between APSARA and private sector which enables better long-term planning for both Angkor Tourism management and inbound operators who have long lead times in marketing their products internationally

Links to Major Initiatives:

Implementation of Priority Action 10 will be one of the important contributing actions contributing to Major Initiative I—Industry Relationship and Communication

Resolutions:

The Tourism Management Plan Working Session held on 18–19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- To promote meetings between APSARA National Authority and CATA (Cambodian Association of Travel Agents) about supporting local communities without taking advantage

Tasks	Timing	Responsible Personnel	Indicative Resources
1. Establish liaison meetings through formal decision/directive from both APSARA and MoT.		Director General of APSARA	~ 10 hours work time
2. Appoint meeting coordinator and Chair		Director General of APSARA	~ 10 hours work time
3. Send out invitations for first liaison meeting		APSARA Tourism Industry Liaison nominee	~ 50 hours work time
4. Hold first liaison meeting and agree on future meeting schedule		APSARA Tourism Industry Liaison nominee	~ $3,000 USD
5. Hold regular liaison meetings according to agreed schedule		APSARA Tourism Industry Liaison nominee	TBD

APSARA Personnel:	Other Personnel:
Director General of APSARA National Authority APSARA Officer responsible for TMP implementation	MoT representative Tourism Industry representative on working group Cambodian Association of Travel Agents Transport Association Tour Guides Association

Training Needs:	Notes:
N/A	N/A

Tourism Industry Liaison Officer

Priority Action: **11**

Summary:

The APSARA National Authority should appoint a 'Tourism Industry Liaison Officer' (or officers), who can be the primary point of contact and problem-solver for the tourism industry.

Objective:

- To provide a key central point of contact for the tourism industry to discuss matters of concern regarding tourism operations within Angkor
- To carefully appoint a Liaison Officer to ensure efficient and transparent communication between tourism operators and APSARA
- To establish conditions for the ongoing appointment of liaison officer(s) so that there is regular turn over and the appointments meet the expectations and needs of both APSARA and the tourism industry.
- For APSARA to have a key officer or officers responsible for monitoring tourism industry relationships and data who is respected within the tourism industry, APSARA and the Ministry of Tourism for their advice regarding key tourism issues and regarding cooperation and collaboration with the tourism industry
- For APSARA to have a clear, designated officer responsible for organising, documenting and reporting on key tourism industry liaison and collaboration activities
- To have a Tourism Industry Liaison Officer with enough seniority to communicate directly with a wide variety of tourism industry interests and provide secretariat and coordination functions for the Tourism Industry Consultation Group (TMP priority action 9) and other key tourism industry liaison activities

Links to Major Initiatives:

Implementation of Priority Action 11 will be one of the important contributing actions contributing to Major Initiative I— Industry Relationship and Communication

Resolutions:

The Tourism Management Plan Working Session held on 18–19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- Resolution A.VI.d—the appointment of a liaison officer with the private sector must be done carefully for better efficiency and transparency: it should not be a permanent person; there could be regular turn over

Tasks	Timing	Responsible Personnel	Indicative Resources
1. In order to effect the decision of His Excellency Dr Sok An, Chairman of the APSARA National Authority to establish a 'Government and Industry Consultative Group' , formally appoint a Tourism Industry Liaison Officer to take responsibility for implementing this initiative and other key tourism industry liaison activities		Director General of APSARA in liaison with the Minister of Tourism	Fulltime salary allowance
2. Establish the terms of reference for the appointment of the Tourism Industry Liaison Officer(s)		Director General of APSARA	~ 50 hours work time
3. Appoint Tourism Industry Liaison Officer(s)		Director General of APSARA	~ 20 hours work time
4. Hold initial consultation meetings with industry to inform them of the appointment and role of the Tourism Industry Liaison Officer		Appointed liaison officer and private sector	~ 100 hours work time
5. Seek industry input on the ongoing role of the Tourism Industry Liaison Officer		Appointed Tourism Industry Liaison Officer	~ 40 hours work time
6. Improve communication and consultation mechanisms with the tourism industry		Appointed Tourism Industry Liaison Officer	Ongoing
APSARA Personnel:		**Other Personnel:**	
Director General of APSARA National Authority		Minister of Tourism	

Training Needs:	Notes:
The appointed Tourism Industry Liaison Officer should have some prior knowledge or experience in the tourism industry, however an ongoing program of training in industry issues or attendance at tourism industry forums should be encouraged.	N/A

Tourism Industry Liaison 'Hotline'	Priority Action:	12

Summary:

The APSARA National Authority tourism industry liaison officer should be supported by a 'hotline' telephone number which visitors or operators can call when assistance is required.

Objective:

- To provide a service which enables the tourism industry and others to have a clear contact point with APSARA
- To provide a service which sets a standard for industry support and assistance with benchmark response times
- To provide an essential service that will increase the professionalism and effectiveness of the Angkor tourism management system and practically introduce the new working relationship with the tourism industry.
- To develop a mechanism for spreading information about the Angkor codes of conduct and other APSARA regulations

Links to Major Initiatives:

Implementation of Priority Action 12 will be one of the important contributing actions contributing to Major Initiative I—Industry Relationship and Communication

Resolutions:

The Tourism Management Plan Working Session held on 18–19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- Resolution A.VI.b—to spread behaviour code information for all stakeholders in as many languages as possible

| Tasks	Timing	Responsible Personnel	Indicative Resources

		Tourism Industry Liaison Officer	~ 40 hours work time
1. Following appointment of the Tourism Industry Liaison Officer at APSARA, prepare a specific proposal with detailed costings for establishment of the Tourism industry liaison hotline 2. Make decision on hotline equipment and responsibilities			
3. Announce details of hotline at first Industry Consultation Group meeting		Director General of APSARA	~ $4,000 USD
4. Install hotline and advertise it with the assistance of the Tourism Industry Consultation Group		Director General of APSARA	TBD
5. Create a log of all enquiries and respond to these enquiries		Tourism Industry Liaison Officer	Ongoing work allocation of appointed staff
6. Assess how the hotline can be used to raise awareness of visitors and industry about APSARA regulations and codes of conduct		Appointed APSARA staff	~ 60 hours work time
7. Evaluate use and performance of hotline after first six months and first year of operation with the assistance of the Tourism Industry Consultation Group		Appointed APSARA staff Tourism Industry Liaison Officer and Tourism Industry Consultative Group	~ 30 hours work time

APSARA Personnel:	Other Personnel:
Director General of APSARA National Authority APSARA Officer responsible for TMP implementation	Tourism Industry Consultative Group members

Training Needs:	Notes:
Training in operation of equipment and in the policies and procedures for responding to enquiries is needed as part of normal workplace staff training and development practices	N/A

Update the APSARA Website	Priority Action:	13

Summary:

The APSARA National Authority/official Angkor website should be updated and a permanent webmaster should be appointed. The webmaster should be supervised by the Director General and have access to the necessary resources to enable ongoing updating and management of the website. The APSARA National Authority webmaster should immediately implement a regular monthly e-newsletter to keep industry informed. The webmaster should be given authority by the Director General to collate and distribute relevant information.
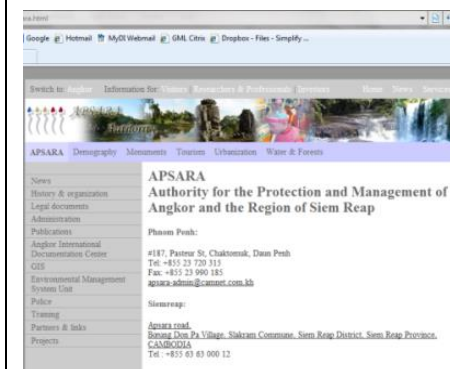
Objective:

· To provide timely and accurate information to the tourism industry and visitors to Angkor
· To communicate relevant information about visitor experiences and opportunities
· To communicate relevant information about changing conditions, risks, temple closures or other factors that affect visitors
· To inform local, national and global communities about the APSARA National Authority and its work
· To provide easy access to information regarding permits, regulations and other processes that affect tourism at Angkor
· To provide a mechanism for people to make contact with the APSARA National Authority
· To ensure that the APSARA website is updated in the short term and on an ongoing basis

Links to Major Initiatives:

Implementation of Priority Action 13 will contribute to delivery of Major Initiative I—Industry Relationship and Communication.

Resolutions for ICC:

The Tourism Management Plan Working Session held on 18–19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolution:

- Resolution A.VI—Industry Relationship and Communication
  - To appoint a Webmaster to upgrade and maintain the APSARA National Authority's website

Tasks	Timing	Responsible Personnel	Indicative Resources
1. Create a full-time position of APSARA National Authority Webmaster		APSARA Chairman and APSARA DG	Full time salary
2. Recruit Webmaster		APSARA DG	~ 20 hours work time
3. Internal APSARA review of existing website to identify gaps and opportunities		Webmaster	~ 70 hours work time
4. Create template for e-newsletter		GML & Webmaster	~20 hours work time
5. Commence regular collection of news from APSARA departments and dissemination of monthly e-newsletter to the tourism industry and other stakeholders		Webmaster	~ 30 hours work time and ongoing
6. Consult with industry representatives regarding the website requirements		Webmaster	~ 20 hours work time
7. Analysis of websites for other major world heritage sites, to identify good ideas and "best practice"		Webmaster	~ 40 hours work time
8. Prepare a website update plan to provide pre-visit information for visitors; information for industry and other stakeholders		Webmaster	~ 100 hours work time
9. Approval of website update plan		APSARA DG	
10. Implementation of website update plan		Webmaster	TBD
11. Commission of any additional input for website, such as new graphic design, interactive pages or ability to make permit applications on-line		Webmaster	Allow $20,000 USD
12. Addition of "sunset" interactive webpage to APSARA Website		GML & Webmaster	Incl. in Sunset Pilot Project Budget ~ 100 hours work time

13. Annual review of website content and performance, through consultation with APSARA personnel and tourism industry 14. Regular monthly update of APSARA website content to ensure the website provides access to continuous up to date information		Webmaster/ tourism industry Webmaster	~ 60 hours work time and ongoing

APSARA Personnel:	Other Personnel:
Chairman of the APSARA National Authority Director General of the APSARA National Authority Technical Committee – nominated liaison officer Webmaster All APSARA Departments (for information supply)	GML External expert consultants—website construction and design Ad hoc experts—monitoring progress

Training Needs:	Notes:
N/A	Upgrading and maintaining the APARA website is a high priority. All APSARA Departments have a role to play in submitting accurate information to the Webmaster in a timely manner.

Support Authentic Craft Certification & Sales	Priority Action: **14**

Summary:

Government should be proactive in its initiatives to facilitate the manufacture and sale of local crafts from local people directly to tourists at Angkor. The APSARA National Authority and other government and private agencies should actively support this process, through Angkor Handicraft Association certification and through ongoing training of local craftspeople.

Objective:

- To enable local people within Angkor Park to share in the economic benefits of expanding tourism
- To facilitate manufacture and sales of genuine local products
- To provide assistance to local people with training to make local crafts and to run businesses
- To educate and provide incentives for tour operators to take tourists to places where they can purchase local craft products

Links to Major Initiatives:

Implementation of Priority Action 14 will contribute to delivery of Major Initiative G—Local Craft.

Resolutions for ICC:

The Tourism Management Plan Working Session held on 18–19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- Resolution A.IV—Local Craft

a) Government has to play a leading role
b) APSARA should provide and facilitate free spaces to market local handicrafts made by Angkor park inhabitants
c) Look into existing legislation forbidding to sell imports as authentic local crafts (fake) [ref. Ministry of Culture and Fine Arts]
d) Trainings needed for local producers not only in product quality but also in financial literacy, rural marketing, costing, pricing, community savings management, negotiation skills, welcoming visitors, promoting local heritage values
e) Training needs continuous on the long term to achieve results
f) Tour operators should include craft villages in their packages

To promote a certification system for Angkor products (existing seal of authenticity, for instance)

Tasks	Timing	Responsible Personnel	Indicative Resources
1. Assign APSARA officer responsible for local craft		APSARA DG	~ 10 hours work time
2. Review legislation to ensure it prevents sales of imports as authentic local crafts		APSARA and Ministry of Culture and Fine Arts	~ 40 hours work time
3. Conduct a study of existing local crafts to establish resources, opportunities and needs		APSARA Officer responsible for local craft	~ 100 hours work time
4. Provide free spaces at locations across the Angkor Park (eg at parvis) to market local handicrafts made by Angkor Park inhabitants		Appointed APSARA staff	~ 40 hours work time
5. Train local producers in product manufacture and quality		APSARA and external training provider	~ 300 hours work time and ongoing
6. Train local producers in in local business skills: financial literacy, rural marketing, costing, pricing, community savings management, negotiation skills, welcoming visitors, promoting local heritage values		APSARA and external training provider	~ 300 hours work time and ongoing
7. Require tour operators to include craft villages in their packages		APSARA and MoT	
8. Promote and expand a certification system for Angkor products (using or expanding the existing Angkor Handicrafts Association seal of authenticity or 'Ke' brand certificate from MoT)		APSARA, Mot and Angkor Handicrafts Association	~ 200 hours work time and ongoing, plus $2,000 annually for advertising

APSARA Personnel:	Other Personnel:
APSARA Officer responsible for local craft Department of Land Planning and Habitat Management Director General for approvals	ICC and Ad Hoc Experts for advice and monitoring CATA Tour operators
Training Needs:	**Notes:**
• Craft manufacture—for local people	N/A

• Small business operation—for local people • Familiarisation visits—for operators	

Establish a Dedicated 'Local Crafts Market''	**Priority Action:**	**15**

Summary:

The APSARA National Authority should establish a dedicated 'local crafts market' at a central location within the Angkor Park which has exclusive selling access for local people and guaranteed authenticity of local products for tourists. Consideration should be given to offering a 'fixed price' for all items sold at this market.

Objective:

- To enable local people within Angkor park to share in the economic benefits of expanding tourism
- To facilitate sales of genuine local products by local people
- To enhance the visitor experience by providing direct access to local makers and sellers
- To provide incentives for tour operators to take tourists to places where they can purchase local craft products
- To create a 'new' tourist attraction within Angkor Park, thereby spreading the visitor load

Links to Major Initiatives:

Implementation of Priority Action 14 will contribute to delivery of Major Initiatives B—Visitor Flow Management, E—Visitor Services and Experience and G—Local Craft

Resolutions for ICC:

The Tourism Management Plan Working Session held on 18–19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- Resolution IV—Local Craft
  g) Government has to play a leading role
  h) APSARA should provide and facilitate free spaces to market local handicrafts made by Angkor park inhabitants
  f. Tour operators should include craft villages in their packages
  g. To promote a certification system for Angkor products (existing seal of authenticity, for instance)

Tasks	Timing	Responsible Personnel	Indicative Resources
1. Assign APSARA officer responsible for local craft - Local Craft Market Co-ordinator (LCMC)		APSARA DG	~ 10 hours work time and full time salary
2. Establish multi-department local craft market project team, including APSARA, local villages and other stakeholders		APSARA	~ 20 hours work time
3. Conduct audit of existing craft and products within Angkor Park, using existing information and field survey		Local Craft Officer (LCMC)	~ 60 hours work time
4. Survey and assess potential craft market sites		Local Craft Officer (LCMC)	~ 60 hours work time
5. Conduct internal APSARA feasibility workshop		LCMC	~ 40 hours work time
6. Consult with the Angkor Handicrafts Association		LCMC	~ 20 hours work time
7. Consult with Tourism Industry Operators and MoT representatives		LCMC and project team	~ 20 hours work time
		LCMC and project team	
8. Identify proposed market location		APSARA and LCMC	~ 60 hours work time
9. Conduct test run on trial basis		LCMC	~ 60 hours work time
10. Review test run results in consultation with participants, operators, MOT and APSARA		APSARA and LCMC and project team	~ 70 hours work time
11. Determine ongoing operational arrangements: venue, facilities, opening times, stall allocation etc		LCMC and project team	~ 100 hours work time
12. Prepare detailed project plan		LCMC and project team	~ 100 hours work time
13. Install required infrastructure		Appointed APSARA staff	~ $200 000 USD
14. Prepare rules and regulations		LCMC	~ 40 hours work time
15. Allocate stalls		LCMC	~ 40 hours work time
16. Promote with tour operators and in local, national and international media		APSARA, LCMC and project team	~ 70 hours work time and c$3,000 annually

APSARA Personnel:	Other Personnel:
APSARA officer responsible for local craft (LCMC)	ICC and Ad Hoc Experts for advice and monitoring
Department of Land Planning and Habitat Management	Ministry of Tourism
Director General for approvals	Tour operators

Department of Tourism Development	Local craftspeople within Angkor park
Other appointed APSARA staff	
Training Needs:	**Notes:**
• Small business operation – for local people	The methodology and project plan will evolve and develop as this project proceeds

Conserve and Present the Urban Heritage of Siem Reap	**Priority Action:**	**16**

Summary:

The APSARA National Authority and the Siem Reap Provincial Government should continue to collaborate to conserve and present the heritage of Siem Reap City as part of the Angkor World Heritage Site visitor experience. This management should include the conservation and interpretation of cultural features, enhancement of the environment, installation of infrastructure and improvements to facilities, so as to secure Siem Reap from the threat of floodwaters, provide essential visitor services (such as parking), and present attractive opportunities for visitors.

Objective:

To conserve the cultural heritage of Siem Reap, broaden the experience of visitors, and relieve pressure on current visitor routes, by:
- Continuation of the identification and conservation of the natural and cultural significant features of Siem Reap including its qualities as a French colonial town, and the traditional Khmer building and infrastructure which exist in the city
- Provision of legal protection of significant features
- Development of an interpretation plan which explains and highlights significant features for the information of visitors and locals
- Integration of the interpretation of the natural and cultural values of Siem Reap as part of the experience of visitors to Angkor, including provision of attractive opportunities such as circuits and tours
- Publicising the natural and cultural heritage of Siem Reap as part of the Angkor World Heritage Site visitor experience
- Augmentation of essential visitor services through provision of infrastructure and improvements
- Continuation of programs which protect the environment and secure Siem Reap from the threat of floodwaters

Links to Major Initiatives:

Implementation of Priority Action 16 will contribute to delivery of Major Initiative J—Siem Reap, the Tonle Sap and the Kulen Hills

Resolutions for ICC:

The Tourism Management Plan Working Session held on 18–19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- Resolution C.1—To include the urban cultural heritage of the Siem Reap city within the strategic policy for the tourism management in the World Heritage area and its buffer zone
- Resolution C.2—To reinforce the possibilities of the APSARA National Authority for the safeguarding and development of the urban cultural heritage of the Siem Reap city as well as the natural heritage of the city (canals)
- Resolution C.3— In order to improve facilities for the cultural town of Siem Reap City, to elaborate and implement an overall plan including circuits, infrastructures, parking arrangements, visitor services etc.

Tasks	Timing	Responsible Personnel	Indicative Resources
1. Appoint responsible APSARA staff		Director General of APSARA	~ 10 hours work time
2. Continue to identify and conserve the natural and cultural significant features of Siem Reap		APSARA/ Provincial Government	No extra resources
3. Integrate work to date into an interpretation plan for Siem Reap		APSARA/ Provincial Government/ consultant	~$70,000 USD
4. Review and augment visitor facilities in Siem Reap, including development of visitor centre		APSARA/ Provincial Government	TBD
5. Include Siem Reap in the proposed new transport system for Angkor Park		APSARA	Included in Priority Action 5
6. In collaboration with Provincial Government and other relevant stakeholders, develop an overall visitor services plan for Siem Reap		APSARA/ Provincial Government/ expert	~$50,000 USD
7. Develop a strategy for the long term legal protection of Siem Reap's heritage, within 'Zone 3' of the Angkor World Heritage Area		APSARA/ Cambodian Government	~$20,000 USD
8. Seek endorsement from the Royal Government of Cambodia and ICC for the Siem Reap interpretation plan and visitor services plan		Cambodian Government/ ICC	
9. Develop a program for showcasing the culturally significant elements of Siem Reap and surrounding attractions and support local tourism initiatives and make it part of the visitor experience		APSARA/ Ministry of Tourism/ tourism industry/ other stakeholders	TBD
10. Complete delivery of the current programs for street numbering and visitor circuits and tours within Siem Reap		APSARA and Group 8	Existing program
11. Continue work on flood-proofing Siem Reap		APSARA/ Provincial Government	Existing program

APSARA Personnel:		Other Personnel:	
APSARA Director General APSARA Director of Department of Urban Development APSARA DDG and Director of Department of Water		Ad Hoc Experts Siem Reap Provincial Government External expert consultants on Ministry of Tourism	
Training Needs:		Notes:	
Guides will need to be trained in interpretation of Siem Reap		Integrate as part of guide training programme	

Prepare a Strategic Plan for the Kulen Hills	Priority Action:	17

Summary:

Recognising the connection between the Kulen Hills, Kbal Spean and Angkor, the Royal Government of Cambodia should, as soon as possible, prepare and implement a strategic overall plan for stopping deforestation, establishing re-afforestation, safeguarding historic monuments, protecting the environment and encouraging natural and cultural tourism for the Kulen Hills and Kbal Spean.

Objective:

To ensure the restoration and long term preservation and enhancement of the natural and cultural environment of the Kulin Hills especially its forests, temples and other heritage features by developing and implementing a strategic plan for the Kulin Hills which provides for:
- Prevention of deforestation
- Development of a reforestation programme
- Identification and conservation of significant cultural heritage sites including temples, rock art, Angkorian enclosures and other features
- Conservation of other elements of the natural environment of the Kulin Hills
- A sustainable economic base for the local inhabitants which improves their standard of living and conserves their environment
- Enhanced opportunities for responsible tourism
- Protect the watershed of the Angkor area and Siem Reap city
- Encourage cultural and natural tourism in the Kulen Hills and surroundings

Links to Major Initiatives:

Implementation of Priority Action 17 will commence operationalization of Major Initiative J—Siem Reap, the Tonle Sap and the Kulen Hills

Resolutions for ICC:

The Tourism Management Plan Working Session held on 18-19 September 2012 between the APSARA National Authority, Ministry of Tourism, UNESCO, the consultants Godden Mackay Logan and representatives from the private sector passed the following resolutions:

- Resolution E—The continuing deforestation in the Mount Kulen threatens the Angkor monuments and the city of Siem Reap with floods and natural disaster which can gravely affect tourism. Therefore, an urgent action is needed in order to stop the deforestation as soon as possible and to promote the implementation of a strategic overall plan including:
  - o Reforestation
  - o Safeguarding of historic monuments
  - o Protection of environment

Tasks	Timing	Responsible Personnel	Indicative Resources
1. Clarify the authority and responsibility of the APSARA National Authority and other Government institutions to manage Kulen Hills and surroundings		Prime Minister of Cambodia	
2. Appoint responsible APSARA staff		Director General of APSARA	~ 20 hours work time
3. Present recommendation to ICC for the scope and development of the strategic plan		Appointed APSARA staff	
4. Collaborate with the ADF Kulen Project, Ministry of Environment and other stakeholders as appropriate to develop a scoping study for the strategic plan		Appointed APSARA staff/ ADF Kulen Project/ MoE/ other stakeholders	~ 20 hours work time
5. Seek donors/ partners/ consultants to work with APSARA in the development of the plan		Appointed APSARA staff	TBD
6. In consultation with the relevant stakeholders, prepare a brief for the development of the strategic plan		Appointed APSARA staff/ ADF Kulen Project/ MoE/ other stakeholders	~ 200 hours work time
7. Develop strategic plan that provides for the protection of the natural and cultural values and sustainable development of the Kulen Hills		Appointed APSARA staff and consultants	~ 14 months work time; ~ $400,000
8. Encourage sustainable natural and cultural tourism		APSARA	
9. Identify priorities for implementation and finalise the strategic plan		APSARA and consultants	TBD
10. Seek endorsement by Royal Government of Cambodia and ICC of the strategic plan		Chairman of APSARA/ ICC	
11. Implement strategic plan for the Kulen Hills		APSARA	TBD
APSARA Personnel:		**Other Personnel:**	

Director General Department of Conservation of Monuments outside Angkor Park	Ad Hoc Experts External expert consultant Staff from the ADF Kulen project
Training Needs:	**Notes:**
TBD	Work in the Kulen should be done in consultation with the ADF Kulen Programme and other relevant Ministries and stakeholders.

Glossary

Angkor	A major heritage site in northwestern Cambodian comprising the capitals of the ancient kingdom of Khmer. Angkor extends beyond the boundary of both Angkor Park and the Angkor World Heritage Area
Angkor Park	The area delineated by Zones 1 and 2 of the 1994 Zoning and Environmental Management Plan
Angkor World Heritage Site	The Angkor site which is included on the World Heritage List
Angkor World Heritage Area	The greater Angkor site which includes the Angkor Park and area delineated by the greater Angkor area and any other site under the jurisdiction of APSARA
APSARA	Authority for the Protection and Safeguarding of Angkor and Surrounding Areas. APSARA is responsible for managing the Angkor World Heritage Area and some other sites within the region. Also known as the APSARA National Authority
APSARA Industry Liaison Officer	A senior APSARA staff member who is mandated by the Director General to liaise with members of the tourism private sector
APSARA Service Centre	A 'one stop' window within the APSARA Headquarters for the submission and collection of permits and applications
APSARA TMP Senior Officer	A senior APSARA staff member who is mandated by the Director General to be responsible for the management of the implementation of the TMP
Carrying capacity	A measure of the tolerance of an area establishing the level of human activity an area can accommodate without the area deteriorating, the resident community being adversely affected or the quality of visitors experience declining—the limit beyond which an area may suffer from the adverse impacts of tourism
Conservation	All of the processes for managing and looking after a place so as to retain its heritage values—including preservation, protection, or restoration of cultural or natural heritage
DC	APSARA Department of Communication
DCDMHN	APSARA Department of Cultural Development, Museums and Heritage Norms
DCMAP	APSARA Department of Conservation of Monuments in Angkor Park

DCMOAP	APSARA Department of Conservation of Monuments Outside Angkor Park
DDUHSR	APSARA Department of Development of Urban Heritage in Siem Reap
DFA	APSARA Department of Finance and Accounting
DG	Director General of the APSARA National Authority
DLPHM	APSARA Department of Land Planning and Habitat Management
DMFCLE	APSARA Department of Management of Forests, Cultural Landscapes and Environment
DPOC	APSARA Department of Public Order and Cooperation
DTDA	APSARA Department of Tourism Development of Angkor
DTTS	APSARA Department of Trans-sectorial Projects and Technical Support
DWRM	APSARA Department of Water Resource Management
Greater Angkor	The area covering 1000 square kilometres from the Kulen Mountains to the Tonle Sap Lake covering the settlement of Angkor
Heritage Police	A police force which is mandated to protect cultural artefacts within the Angkor Park
Heritage values	A place's natural and cultural environment having aesthetic, historic, scientific or social significance, or other significance, for current and future generations
HMF	Heritage Management Framework for Angkor
ICC	International Coordinating Committee for the Safeguarding and Development of the Historic Site of Angkor
Intangible Heritage	The practices, representations, expressions, knowledge, skills—as well as the instruments, objects, artefacts and cultural spaces associated therewith—that communities, groups and, in some cases, individuals recognise as part of their cultural heritage
International missions	Teams from countries other than Cambodia who are participating in the conservation and sustainable development of Angkor
MoT	Cambodian Ministry of Tourism

Natural values	A place's features consisting of physical and biological formations or groups of such formations, which are of outstanding universal value from an aesthetic or scientific point of view
Provincial Government	The Government of Siem Reap Province
Risk map	A integrated GIS-based tool for the analysis of risk including structural or monumental risks, environmental risks and socio-cultural risks in a way which facilitates place management and decision-making
Spiritual lived-in landscape	An area that contains a resident population and contemporary religious and spiritual sites and artefacts
Steering Committee	The oversight committee for the Heritage Management Framework Project which provides guidance for and endorsement of key project deliverables
Sustainable development	A pattern of resource use that aims to meet human needs while preserving the environment so that these needs can be met not only in the present, but also for generations to come
Tangible heritage	Physical artefacts or cultural property such as buildings, monuments, landscapes, books, works of art, and artefacts
Technical Committee	A committee composed of APSARA staff who have technical skills, receive capacity building in site management and are responsible for the implementation activities of the Heritage Management Framework
Temple Classification System	An organised structure for organising or classifying temples and sites based on an array of attributes, including heritage value, visitation patterns and carrying capacity
TMP	Tourism Management Plan
Tourism industry	The stakeholders involved in tourism, including tour operators, travel agencies, transport sectors, tour guides, hoteliers and restaurateurs
Tourism Police	A police force which is mandated to look after the safety and security of visitors in Angkor Park
Webmaster	An APSARA staff member responsible for the updating and management of the APSARA website
WHA	World Heritage Area

Note