

Appendixes

APPENDIX 1 : Subregional Strategic Projects for Implementation in 2006-2010

Project Name	Project Description	Participating Countries	Estimated Cost (\$ million)	Lead Country
MARKETING AND PRODUCT DEVELOPMENT PROGRAM				
1. Marketing and Product Development	Technical assistance for the development of tourism marketing and product development and related institutional strengthening and capacity building to promote the subregion as a single destination.	All countries through MTCO	5.00	MTCO
HUMAN RESOURCE DEVELOPMENT PROGRAM				
2. Human Resource Development and Capacity Building in the GMS (Target: Middle-Level Public Officials).	The project aims to develop a corps of middle-level public officials in each of the countries who are tourism specialists, especially in subregional tourism; and to exchange ideas and experiences in tourism in the subregion and elsewhere in Asia, thus enriching the dialogue on tourism development and management.	All countries	2.50	Cambodia
3. Human Resource Development and Capacity Building in the GMS (Target: Hospitality Skills Trainers in Vocational Schools)	The project aims to raise the standards of service to international levels and ensure a consistent quality of service.	All countries	2.50	Cambodia
4. Preparing and Implementing an HRD Plan for NTOs (Target: Top and Senior levels and Technical Personnel in the NTOs)	The project aims to ensure that all education/training/professional development efforts in the NTOs are built into a system-wide HRD plan and to ensure that all efforts at education and training result in tangible changes in the NTOs.	All countries	3.10	Cambodia
5. Human Resource Development and Capacity Building in the GMS (Target: Deans and Professors/Lecturers in Institutions with Tourism and Hospitality Management Degree Programs)	The project aims to produce tourism and hospitality management graduates from universities and colleges who have both the knowledge and skills that will make them "employable" after they graduate, and to raise the academic standards of universities and colleges offering tourism and hospitality management courses.	Cambodia/PRC/Lao PDR/Viet Nam	6.50	PRC (Guangxi)
HERITAGE CONSERVATION AND SOCIAL IMPACT MANAGEMENT PROGRAM				
6. Training of Guides at Heritage Sites	The aim of the project is to interpret the cultural treasures/heritage sites in the subregion using guides who are trained according to high-quality standards; to ensure consistency in the delivery of guide interpretation across the subregion; and to ensure that visitation to cultural heritage sites is of high quality to create customer satisfaction, word-of-mouth endorsement of the destination, and repeat visitation.	All countries	3.50	Lao PDR
7. Saving Cultures, Saving Lives: Confronting the Reality of Negative Social Impacts of Tourism Development on the People of the GMS	The project aims to mitigate the potentially harmful impacts linked with expanding tourism, giving special attention to safeguarding the rights of individuals, such as women and children in exploitative situations.	All countries	6.00	Cambodia
8. Preserving the Soul of the Ancestors: Protection of Traditional Living Cultures in the Framework of Tourism Development in the GMS	This project seeks to create a principled and rights-based strategy for the countries in their approach to tourism, focusing on the ethnic communities living inside their borders. It emphasizes the need to work with the ethnic communities in determining tourism policies and development strategies.	All countries	2.70	PRC (Guangxi)

APPENDIX 1 (continued)

Project Name	Project Description	Participating Countries	Estimated Cost (\$ million)	Lead Country
9. Capacity Building for Heritage Managers to Protect and Manage Priority Sites for Tourism	The project aims to guarantee the best possible management and protection of cultural and natural heritage of the subregion by strengthening coordination and site management capacities.	All countries	2.00	Thailand
10. Creating Biodiversity Conservation Corridors: Setting Up Transborder Complementarity to Strengthen Tourism Management in and around Protected	The aim of the project is to develop ecotourism activities in and around the target protected area corridors (especially in transborder situations) to strengthen the primary purpose of these areas—biodiversity conservation.	All countries	3.00	Lao PDR
11. In the Steps of Shiva and the Lord Buddha: Linking the Ancient Monumental Heritage of the GMS	In addition to promoting a new cultural tourism product, the project will address the needs of collaborative cross-border research, promote quality and standard heritage management at all the participating sites, assist conservation and visitor management, and alleviate environmental degradation at the sites.	Cambodia/ Lao PDR/ Myanmar/ Thailand/ Viet Nam	8.00	Cambodia
PRO-POOR TOURISM DEVELOPMENT PROGRAM				
12. GMS Tourism Initiatives to Reduce Poverty	This project will involve the implementation of seven pro-poor tourism pilot programs in each of the seven GMS entities, based on a district or county approach rather than the customary single village approach of the past. The project will also include creating economic linkages between local communities and main tourism areas and service providers.	All countries	13.50	All countries
PRIVATE SECTOR PARTICIPATION PROGRAM				
13. Project to Promote Small and Medium-sized Enterprise Development and Investment in Tourism-related Facilities and Infrastructure in the GMS	The project aims to facilitate tourism-related development, socioeconomic growth, and job creation through the institutional strengthening of private sector tourism-related intermediary organizations, and introduction of measures to improve the small enterprise investment and business environment throughout the subregion.	All countries	3.00	Cambodia
PROGRAM TO FACILITATE THE MOVEMENT OF TOURISTS				
14. GMS-wide Visa Scheme	The project aims to facilitate the movement of third-country (non-ASEAN) tourists across the borders of the subregion through the introduction of a single visa scheme. The project is already on the agenda of the Ayeiawady – Chao Phraya – Mekong Economic Cooperation Strategy (ACMECS)	ACMECS and PRC	5.05	ACMECS
15. Tourism Facility and Processing Improvements at Key Border Checkpoints in the GMS	The project aims to improve and upgrade key border checkpoint infrastructure, facilities, and services for tourists at the existing land border points in the subregion.	PRC/Cambodia/ Lao PDR/ Viet Nam	0.75 (technical assistance only; estimated 15.5 needed for construction)	MTCO
16. Information Databank and Monitoring of Progress on Travel Facilitation Initiatives	The project will collect and disseminate information and data on transborder movement of tourists, as well as progress on the bilateral and subregional initiatives to facilitate travel into and within the subregion.	All countries	1.50	MTCO

APPENDIX 1 (continued)

Project Name	Project Description	Participating Countries	Estimated Cost (\$ million)	Lead Country
PRIORITY TOURISM ZONES DEVELOPMENT PROGRAM				
17. The Mekong World Tourism River Corridor – An Endless Stream of Tourism Cooperation	To develop and implement an integrated tourism development plan combining management, capacity building, and infrastructure aimed at poverty reduction along the river corridor provinces.	All countries	20.00	
18. Development of the Tourism Potential of the North-South Economic Corridor – The Golden Quadrangle Area	This area is developing rapidly for tourism but needs management/development, destination planning, tourism-related infrastructure, and marketing in order to ensure that development is sustainable and that undesirable social impacts are minimized.	PRC/Lao PDR/ Myanmar/Thailand	23.40	Thailand
19. East-West Economic Corridor Tourism Development Study	Formulation of an overall development program for several projects previously identified but not yet approved or in the pipeline. The project will also assist in institutional strengthening and capacity development at the provincial level where responsibility for most activities takes place. Infrastructure-related loan projects will be identified and prepared for implementation.	Lao PDR/Myanmar/ Thailand/Viet Nam	21.30	PRC (Yunnan)
20. Tourism Development Plan with Infrastructure Support for the Implementation of the Emerald Triangle Area Tourism Zone	The project aims to facilitate tourism development and socioeconomic growth, and reduce poverty using the high potential of the tourism resources in this zone.	Cambodia/Lao PDR/ Thailand	14.90	Lao PDR
21. Tourism and Infrastructure Feasibility Study and Development Along Coastal Route of the Southern Economic Corridor	Tourism development sector plan designed to provide access and support infrastructure to support development of key land and marine-based attractions and related poor communities.	Cambodia/Thailand/ Viet Nam	23.00	Cambodia
22. Tourism Sector Development in the Cambodia – Lao PDR – Viet Nam Green Development Triangle Area	Development and implementation of a pro-poor tourism program focusing on tourism-related infrastructure to benefit 1.8 million people living in poverty, and assist in bringing about a more sustainable use of the natural and cultural environment.	Cambodia/Lao PDR/ Viet Nam	10.60	Viet Nam
23. Infrastructure, Conservation, and Development Support for the Development of the Heritage Necklace Circuit.	The project addresses the high impact of tourism on the major cultural heritage sites (including 5 UNESCO-listed sites) in the subregion, and distribution of the benefits of tourism to the poorer sectors of society surrounding these sites.	All countries	121.10	Thailand

APPENDIX 1 (continued)

Project Name	Project Description	Participating Countries	Estimated Cost (\$ million)	Lead Country
24. Lao PDR – Viet Nam Cross-border Community-based Tourism Zone	The project aims to prepare the way for community-based tourism development that is environmentally sustainable and pro-poor in character in the area containing Luang Prabang/Houaphan/Xien Khouang in Lao PDR, and Son La/Dien Bien/Lao Cai in Viet Nam.	Lao PDR/Viet Nam	24.20	Lao PDR
25. Andaman Coast Tourism Zone	The project aims to prepare the way for tourism development that is environmentally sustainable and pro-poor in character.	Myanmar/Thailand	45.90	Thailand
26. Red River Valley Tourism Zone	The project aims to develop an integrated tourism development plan combining management, capacity building, and infrastructure development directed at poverty reduction.	Myanmar/Thailand	22.50	Viet Nam
27. Shangri-la – Tengchong – Myitkyina Tourism Development Zone	The project aims to spread the benefits of tourism to the poorer communities off the main and developing road system in the area north of Dali and Tengchong and west to Myitkyina in Myanmar along the old Burma Road to Assam.	PRC (Yunnan)/Myanmar	17.00	PRC (Yunnan)
28. Guangxi – Northeast Viet Nam Borderlands Tourism Zone	The project aims to spread the benefits of tourism to the poorer communities along the border regions of southern Guangxi and northeast Viet Nam, utilizing the shared cultural landscapes of the countries as reflected in the scenery, ethnic communities, and revolutionary history.	PRC (Guangxi)/Viet Nam	15.30	PRC (Guangxi)
29. GMS Coastal and River Cruise Lines	The project will develop and implement an integrated tourism development plan combining management, capacity building, and infrastructure aimed at poverty reduction along the network linking key coastal cities of Cambodia, Guangxi, Myanmar, Thailand, and Viet Nam. The project will also include studies on the potential contribution of cruise-based tourism development along this tourist line, as well as possibilities for linking this coastal line to the Mekong River line.	Cambodia/PRC (Guangxi)/Myanmar/Thailand/Viet Nam	2.10	PRC (Guangxi)

ACMECS = Aseanvady – Chao Phraya – Mekong Economic Cooperation Strategy; ASEAN = Association of Southeast Asian Nations; GMS = Greater Mekong Subregion; HRD = human resource development; Lao PDR = Lao People's Democratic Republic; MTCO = Mekong Tourism Coordinating Office; NTO = national tourism organization; PRC = People's Republic of China; UNDP = United Nations Development Programme; UNESCO = United Nations Educational, Scientific and Cultural Organization.

Note: project leadership means that a country has the commitment, ability, and capacity to implement the project. The main tasks involved in implementing the projects at a country or provincial level are: (i) organize the project implementation unit in the NTO; (ii) assign full-time staff; (iii) call meetings of the participating countries and other related agencies; (iv) act as the secretariat for project implementation; (v) write proposals to development partners for funding; (vi) follow-up development partners; and (vii) make progress reports to the GMS Tourism Working Group and other organizations as needed.

APPENDIX 2 : GMS Tourism Sector Strategy Monitoring Framework

Program/Output	Performance Targets Indicators	Data Sources, Reporting Mechanisms
<p>IMPACT:</p> <p>Contribute to an improved quality of life of the population in line with the Millennium Development Goals (MDGs) on poverty alleviation, gender equality and empowerment of women, and environmental sustainability.</p>	<ul style="list-style-type: none"> • Assist in halving, by 2015, the proportion of people whose income is less than one dollar a day. • Help to eliminate gender disparity in wage employment and in access to tertiary education. • Support the integration of the principles of sustainable development into policies and programs and reverse the loss of environmental resources. 	<p>Reports and statistics from government agencies, development partners, and nongovernment organizations</p>
<p>OUTCOME:</p> <p>Greater distribution of the economic benefits of tourism within the Greater Mekong Subregion (GMS) and significant contribution to sustainable development, gender equality, and poverty alleviation through tourism in the GMS.</p>	<ul style="list-style-type: none"> • Share of total arrivals by less-developed GMS countries (other than Thailand) to 33% in 2010 and 41% in 2015; and the share of net income from tourism after leakage effects (imports) to 22% in 2010 and 37% in 2015. • Reduce by around 0.16 million the number of persons living in extreme poverty by 2010, and up to 1.2 million people by 2015. • Enhanced capacity to implement measures to protect and raise the value of the natural, cultural, and historical resources in the GMS's key tourism zones by 2010, with related measures in place in all key sites by 2015. • Culture of HRD adopted by all NTOs by 2010 and capacity in place to meet the training needs for staff in the sector by 2015. Gender gaps in tourism employment and education eliminated by 2015. • Strong private sector participation in the tourism sector as evidenced by growth in the number, size and ownership of enterprises; number of industry associations, and creation of private-sector led Tourism Marketing and Promotion Boards by 2010. • Full participation in multisectoral subregional programs for addressing the negative social impacts from tourism, such as HIV/AIDS, by 2010. 	<p>Annual reports from NTO</p> <p>Annual reports from national economic agencies.</p> <p>Biennial surveys of natural, cultural and historical sites in priority tourism zones</p> <p>Survey of NTO HRD policy and practices.</p> <p>Annual reports from NTOs and economic development agencies and statistics offices</p> <p>Progress reports from NTOs and related organizations</p>

APPENDIX 2 (continued)

Program/Output	Performance Targets Indicators	Data Sources, Reporting Mechanisms
<p>OUTPUTS:</p> <p>1. Strengthened subregional marketing and product development program</p>	<ul style="list-style-type: none"> • Total international visitor arrivals increased from 16.4 million in 2004 to 31.90 million by 2010 and 52.02 million by 2015. • Total receipts from international tourism to the subregion increased from \$14.8 billion in 2004 to \$29.4 billion by 2010 and \$52.4 billion by 2015. • Share of total tourism arrivals to the subregional countries (excluding Thailand) raised from 31% in 2004 to 33% by 2010 and 41% by 2015. • Number of subregional tour products on offer doubled by 2010, and tripled by 2015. • Media exposure of the “Mekong” brand increased to twice the current amount of column inches by 2010, and three times the current exposure by 2015. • Recognition and awareness of the “Mekong” brand for both travel trade and consumer markets increasing strongly by 2010 and well established by 2105. • Adoption of ASEAN tourism product quality standards by 2010 and full implementation by 2015. 	<p>Immigration arrival cards</p> <p>Ad hoc tourist exit surveys</p> <p>Ad hoc tourist exit surveys</p> <p>Survey of tour offerings</p> <p>Number of media pieces about the subregion as a destination</p> <p>Travel trade and consumer surveys</p> <p>NTO reports</p>
<p>2. Enhanced human resource development capacities in the subregional tourism sector</p>	<ul style="list-style-type: none"> • HRD “ champion” appointed in all NTOs by 2007. • Strategy for expanding wage employment opportunities and access to tourism training and education for women incorporated into national tourism HRD plan by 2010. • Strategic tourism HRD plan incorporated into national policy and budgets by 2010. • Plan for developing sustainable tourism management and development capacities of tourism-related government personnel in place and being implemented in each country by 2010. All tourism-related government personnel trained by 2015, taking specific gender needs into account. • Train-the-trainers plan for each country developed and implemented by 2010. • All subregional countries to adopt the ASEAN skills standards and put in place a certification and accreditation scheme by 2010. • Development and circulation of gender-sensitive training manuals and kits according to ASEAN training standards by 2010. • Subregional academic capability building plan developed and implemented by 2010. 	<p>NTO interviews and reports</p> <p>As above</p> <p>As above</p> <p>Survey of training institutions and government agencies</p> <p>Survey of vocational training institutions</p> <p>Survey of academic institutions</p>

APPENDIX 2 (continued)

Program/Output	Performance Targets Indicators	Data Sources, Reporting Mechanisms
<p>3. Improved heritage conservation and social impacts management capabilities</p> <p>3.1 Enhanced capacities for managing and developing natural and cultural heritage resources of interest to the tourism sector</p> <p>3.2 Improvements in ability to manage the negative social impacts of tourism</p>	<p>Managing Cultural and Natural Heritage</p> <ul style="list-style-type: none"> • Capability building and training programs for cultural and natural heritage site managers implemented in all priority areas by 2010. • Development of indicators and baseline study for impact on ethnic communities.³ • Creation of biodiversity conservation corridors in priority tourism areas. • Development of indicators and baseline study for number of commercial sex workers in priority tourism zones by 2007. <p>Managing the Negative Social Impacts</p> <ul style="list-style-type: none"> • Development of indicators and baseline study for the incidence of HIV/AIDS in priority tourism zones by 2007 	<p>Survey of academic institutions</p> <p>Survey at key sites</p> <p>Biodiversity surveys at key sites</p> <p>Social sentinel surveillance survey at key sites</p>
<p>4. Increased contribution to poverty alleviation from the tourism sector</p> <p>4.1 Mainstreaming of pro-poor tourism development</p> <p>4.2 More equitable distribution of tourism benefits</p> <p>4.3 Improved economic yield from tourism</p>	<p>Mainstreaming of Pro-poor tourism</p> <ul style="list-style-type: none"> • Incorporation of tourism in the development agendas of the NTOs and national poverty reduction programs in each GMS country by 2015. • Seven broad-based pro-poor tourism pilot projects completed by 2010, with at least five replications in each country/province by 2015. • Improvements in social indicators in target group (health levels, literacy, income security, rate of formal to informal employment, levels of land ownership, and availability of basic infrastructure). <p>Equitable distribution of benefits</p> <ul style="list-style-type: none"> • Raise the share of total tourism arrivals to the GMS countries (excluding Thailand) from 31% in 2004 to 33% by 2010 and 41% by 2015. <p>Improved economic yield</p> <ul style="list-style-type: none"> • Plans and programs to increase the level of economic linkages between tourism and other sectors of the economy in the priority tourism zones in place by 2010, and fully implemented by 2015. • Raise the subregional average daily expenditure from \$97 in 2004 to \$99 by 2010, and \$104 by 2015, in 2004 dollars. • Improve the subregional average length of stay from 7.6 days in 2004 to 7.7 days by 2010 and 7.9 days by 2015. 	<p>Progress reports from NTOs</p> <p>Survey of samples of communities in the priority zones</p> <p>Reports from NTOs, local tourism offices, and visitor sample surveys</p> <p>Exit surveys</p> <p>Progress reports from NTOs and statistical reports by responsible agencies</p> <p>Statistical reports by responsible agencies</p> <p>As above</p>

APPENDIX 2 (continued)

Program/Output	Performance Targets Indicators	Data Sources, Reporting Mechanisms
5. Increased private sector participation in the tourism sector	<ul style="list-style-type: none"> • Change in the volume of tourism-related investment in hand (project under construction), committed, and planned on an annual basis during 2006–2015. • Policies in place and being implemented to increase private sector participation by 2010. • Number of small and medium-sized tourism enterprises controlled or run by women doubled by 2010 and tripled by 2015. • Three countries have tourism marketing and promotion boards with strong private sector participation by 2010 and all countries by 2015. 	<p>Progress reports from NTOs and statistical reports by responsible agencies</p> <p>Progress reports from NTOs</p> <p>Progress reports from NTOs and statistical reports by responsible agencies</p> <p>Progress reports from NTOs</p>
6. Reduction of barriers to cross-border travel	<ul style="list-style-type: none"> • Number of border checkpoints offering visa-on-arrival facilities doubled by 2010 and extended to all checkpoints by 2015. • 11 new border checkpoints developed in the priority tourism zones by 2015. • Study on GMS-wide visa completed by 2007 and being implemented by 2010. • Provision of single-stop inspection and processing centers at 7 key border points by 2010, and extended to 14 key border points by 2015. • System for collecting, storing, and processing data on subregional tourism flows and impacts developed and implemented by 2010. 	<p>Reports from immigration authorities</p> <p>Reports from related authorities</p> <p>Progress reports from the related ACMECS group</p> <p>Progress report from related agencies</p>
7. Construction of tourism-related infrastructure for promoting greater distribution of tourism benefits in the subregion and for protecting the natural and cultural heritage resources of interest to tourism	<ul style="list-style-type: none"> • 3,000-4,000 km of secondary and feeder access roads developed in the priority tourism zones by 2010. • Infrastructure for environmental protection and for managing environmental impacts installed in the priority tourism zones by 2010. • Ten border facilities upgraded by 2010. • Heritage protection infrastructure plans and programs in place for all key sites in the priority tourism zones by 2010, and fully implemented by 2015. 	<p>Progress reports from provincial road transportation units</p> <p>Progress reports from responsible national and provincial units</p> <p>Progress reports from immigration authorities</p> <p>Progress reports from responsible national and provincial agencies</p>

^aBecause systematic and comparable baseline data do not exist for the subregional countries, a proposal is made to include a baseline study coupled with long-term monitoring as part of the “Soul of the Ancestors” Project. Ideally, the study will select 12 pilot sites, two in each subregional country.

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