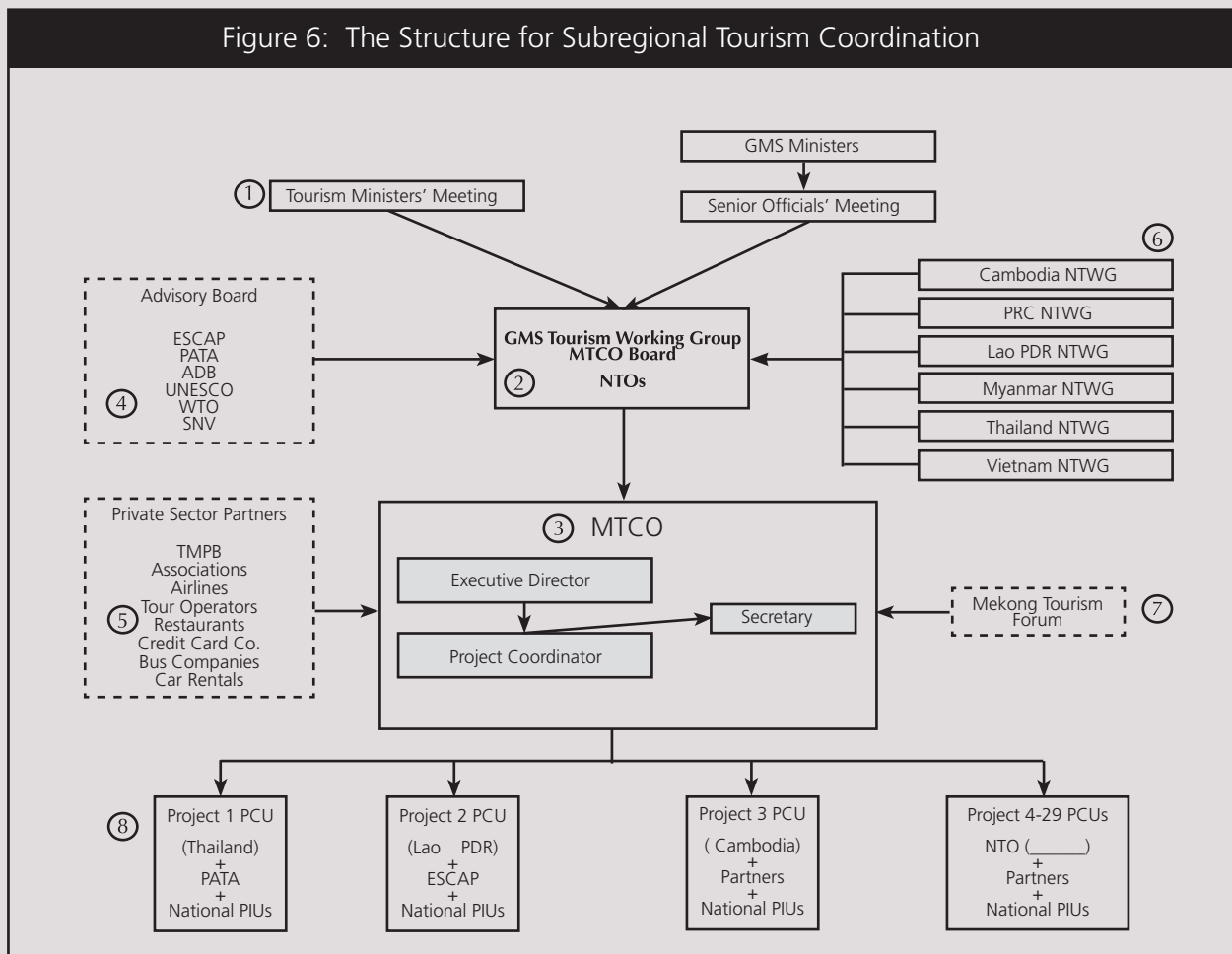


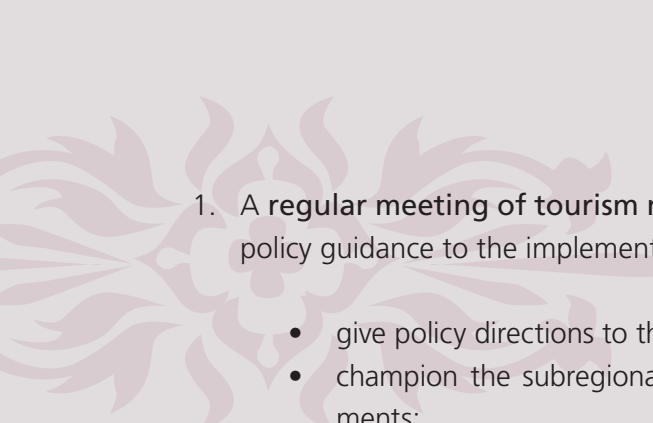
Implementation and Monitoring

Organizational Framework

The organizational framework for implementing subregional programs and projects under the strategy will involve establishment of several subregional and national-level groups as illustrated in Figure 6 and described in the following pages. Circled numbers in the figure refer to the numbered text paragraphs, in which each component is explained.



ADB= Asian Development Bank; ESCAP = Economic and Social Commission for Asia and the Pacific; GMS = Greater Mekong Sub- region; NTO= national tourism organization; MTCO = Mekong Tourism Coordination Office; NTWG = national tourism working group; PATA= Pacific-Asia Travel Association; PCU = Project Coordination Unit; PIU = Project Implementation Unit; PRC= People's Republic of China; SNV = Netherlands Development Organization; TAT = Tourism Authority of Thailand; TMPB= tourism marketing and promotion board; UNESCO = United Nations Educational, Scientific and Cultural Organization; WTO= World Tourism Organization.

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1. A **regular meeting of tourism ministers and/or NTO leaders** that will provide leadership and policy guidance to the implementation of the strategy. They will
 - give policy directions to the GMS Tourism Working Group on its programs and projects;
 - champion the subregional tourism strategy and action plan to their respective governments;
 - provide recommendations for presentation at GMS summits;
 - review progress on the implementation of the strategy and recommend adjustments as necessary; and
 - meet at least once every two years and chair the meetings on a rotational basis.

 2. The **GMS Tourism Working Group (TWG)** will continue to be responsible for formulating and directing the implementation of the programs and projects for subregional tourism development. It will
 - review the programs and projects under the strategy to determine their feasibility and, where appropriate, initiate actions to revise and modify proposals;
 - determine the level of negative impact of the project on the local communities, including women and ethnic populations;
 - act as the board of the MTCO;
 - set the priorities for implementation by the MTCO;
 - review and monitor progress of MTCO implementation of the strategy's programs and projects;
 - maintain relations with development partners;
 - deal with significant program or project disruptions, as required;
 - coordinate closely with other regional and subregional groups;
 - report to the GMS senior officials' meetings, and the meeting of tourism ministers; and
 - meet at least twice each year.

NTO representation in the GMS Tourism Working Group will be, at minimum, the highest-level technical person, i.e., director general or deputy director general.

3. The **Mekong Tourism Coordination Office (MTCO)** (formerly AMTA) will provide a sustained organizational capacity to address tourism issues at a subregional level. This will be responsible for
 - marketing the subregion as a single destination;
 - coordinating the implementation of the programs and projects of the strategy and action plan;
 - measuring the flows and impact of tourism;
 - monitoring developments in cross-border arrangements;
 - providing regular progress reports to the TWG;
 - undertaking the secretariat functions related to the activities of the TWG; and

- maintain relations with the private sector, NTOs, and development partners, including the promotion and monitoring of social responsibility and accountability in the industry.

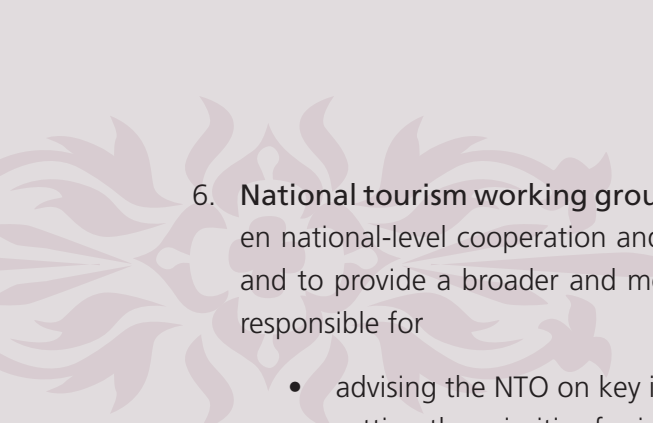
The MTCO will be staffed by

- a full-time executive director who will be responsible for the overall management of the programs and marketing functions;
- a program coordinator to be responsible for program and project coordination and monitoring, and organization of meetings and conferences; and
- a secretary to support the secretariat functions of the office.

A nonexecutive chairperson at ministerial or vice-ministerial level, with the position rotated on a 6- or 12-month basis will be appointed as a link between the executive director, the TWG, and the tourism ministers and/or NTO leaders. The MTCO will report directly to the TWG.

The MTCO will be located to new offices in Bangkok at the Royal Thailand Government's Ministry of Tourism and Sports, which will provide an equipped office space with some related support for up to two years until the MTCO becomes self financing.

4. An **advisory board** of international and bilateral development partners, including representatives from partners for women, ethnic communities, and tourism employee organizations will advise and support the TWG and the MTCO. When required by the TWG, the board will
 - provide technical assistance and financing,
 - advise on policy changes to facilitate the implementation of the programs and projects,
 - support the TWG in issues relating to the social and environmental impacts of projects, and
 - meet in conjunction with the TWG as necessary.
5. A **private sector partners group** will be appointed to support the marketing and product development functions of the MTCO. It will comprise senior representatives of the GMS tourism marketing and promotion boards, tourist associations, tour operators, air and land carriers, hospitality operations, financial institutions, oil companies, car rental operators, and food and beverage manufacturers. It will be responsible for
 - advising the MTCO on the development and implementation of subregional product development and marketing campaigns,
 - participating in the implementation of subregional marketing campaigns,
 - assisting in raising finance to cover the cost of the MTCO's marketing programs,
 - supporting the operation of the Mekong Tourism Forum,
 - monitoring and promoting tourism development in an environmentally and socially responsible manner, and
 - meeting as and when necessary.



6. **National tourism working groups** (NTWGs) will be appointed in each GMS country to strengthen national-level cooperation and coordination in the implementation of the strategy's projects and to provide a broader and more effective feedback mechanism to the TWG. These will be responsible for

- advising the NTO on key issues that need to be raised at the subregional level,
- setting the priorities for implementation of subregional programs at the country level,
- assisting the NTO to coordinate implementation and resources with other agencies and the development partners,
- reviewing and monitoring progress of programs and projects at the national level, and
- meeting as and when required.

The NTWGs will be chaired by the NTO and will include senior representatives of the national agencies responsible for the natural environment, culture, transportation, security, immigration, and consular affairs, as well as ministries dealing with labor, women, ethnic communities, and poverty reduction.

7. The **Mekong Tourism Forum** (MTF) will be refocused to support a strong dialogue between the public and private sector on the implementation of the projects of the strategy. The MTF will be organized at least once every year by the MTCO in association with the host country. In addition, and where appropriate, further round tables on specific issues of the strategy will be organized annually.

8. **Project coordination units** (PCUs) for each project will be established at the NTO of the lead countries and be responsible for the overall coordination of the project in all the participating countries. Project implementation units (PIUs) will then be established in each of the participating countries. These will be responsible for the day-to-day implementation of the subregional projects at the national level. The staffing of these units should be gender sensitive.

The PCUs will

- seek financing for the projects;
- coordinate the preparation of detailed project specifications, work plans, feasibility studies, contract documents, and selection of contractors by the PIUs; and
- monitor project implementation and provide progress reports, including elements of social responsibility and accountability to the NTO, NTWG, and MTCO.

The PIUs in each country participating in the project will

- prepare detailed project specifications, work plans, feasibility studies, contract documents, and evaluation of contractors;
- assist in the selection of appropriate contractors, based on national government guidelines;
- supervise the day-to-day project implementation;
- review and evaluate the quality, quantity, and timeliness of work undertaken; and
- provide regular progress reports to the NTO, NTWG, and PCU.

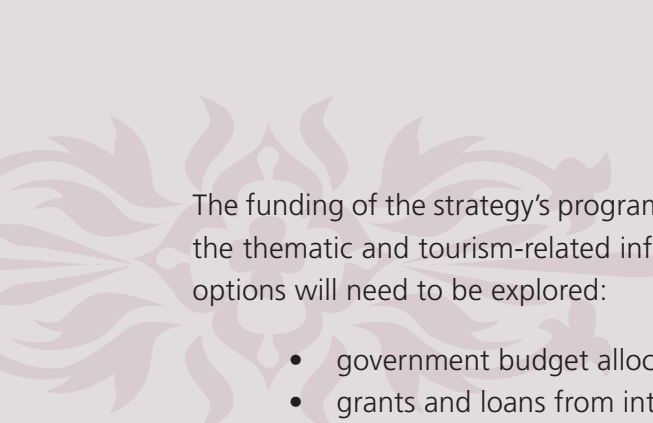
Financing the Strategy

A broad indication of the total financing task and its distribution over the first five years for the programs of the strategy is given in Table 2. The full cost of the strategy's programs in this period will be around \$441million. In 2006 and 2007, most of the costs are for preparatory studies, plus a component for tourism-related infrastructure development in 2007.

Table 2 : Estimated Program Costs, 2006-2010 (\$ Million)

Programs	Total	2006	2007	2008	2009	2010
Marketing and Product Development	5.00	0.15	0.50	1.00	1.50	1.85
Human Resource Development	18.10	1.00	4.28	4.28	4.28	4.28
Heritage Conservation and Social Impact Management	21.70	1.09	2.17	5.43	5.43	7.60
Pro-poor Tourism Development	13.50	0.68	1.35	3.38	3.38	4.73
Private Sector Participation	3.00	0.15	0.30	0.75	0.75	1.05
Facilitating the Movement of Tourists	6.75	0.61	1.63	1.45	1.45	1.60
Tourism-related Infrastructure Development	372.73	3.85	53.85	97.70	97.70	119.63
Total	440.78	7.52	64.07	113.98	114.48	140.72

Source: Greater Mekong Subregion Tourism Sector Strategy Report, July 2005



The funding of the strategy's programs will be undertaken on a project-by-project basis. In financing the thematic and tourism-related infrastructure components of the strategy, the following funding options will need to be explored:

- government budget allocations to the NTO and other related agencies,
- grants and loans from international and bilateral development partners, and
- the private sector.

Where appropriate, public-private partnership and private sector participation in infrastructure investment through build-operate-transfer (BOT), build-lease-transfer, and similar financing instruments will be encouraged in keeping with the principle of greater participation by the private sector in the development and management of the tourism sector. Cofinancing arrangements for specific projects will also be sought between the governments and development partners. Debt instruments, such as national and local government bonds, to finance strategic tourism-related infrastructure will be used where user-pays revenue can be readily generated.

The operational budget of the MTCO will be about \$100,000 in 2006. This would be funded through a contribution by each GMS country of \$15,000. The MTCO will generate new sources of funds to finance its operations and its marketing program beyond 2006. A formula for cost sharing the MTCO's operations will be developed in 2006 to determine the annual recurrent contributions by the GMS countries toward the funding of the MTCO between 2007 and 2010.

Monitoring of Results

To ensure that the TWG is able to assess the results of the implementation of the strategy in terms of its overall impact, outcome, and outputs, baseline indicators have been identified that will be monitored yearly by the MTCO. These indicators will be disaggregated by gender, ethnicity, and income levels where results would provide meaningful information. The indicators, method, and frequency of measurement and reporting, and the responsible agencies for the expected impact, outcome, and outputs of the strategy are shown in Appendix 2.

The projects under the seven strategic programs will be reviewed annually. At the end of the first year, monitoring will determine those action items that have been accomplished and those that have not. If the elements not accomplished are still valid, they will be carried to the next year and incorporated in that year's program of activities for implementation. The same exercise will be repeated at the end of each succeeding year.

Where modifications need to be made, they can be shown in the revised action plan for the succeeding year. In this manner, the action plan will be always valid and usable. Any changes to the action plan, however, will be made within the framework of the overall strategy and the lessons learned during its implementation. At the end of five years, another rolling five-year action plan will be produced, built around specific time-bound projects to guide the further implementation of the seven strategic programs.