



KINGDOM OF CAMBODIA
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ROADMAP
For
Recovery of Cambodia Tourism
During and Post COVID-19

Organized by ៖



Year 2021



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Preface
On supporting
Roadmap for Recovery of Cambodia Tourism During and Post COVID-19
From
Samdech Akka Moha Sena Padei Techo HUN SEN
Prime Minister of the Kingdom of Cambodia



On behalf of the Royal Government, I would like to express my heartfelt pleasure to express my message to all my beloved compatriots about the will and commitment of the Royal Government to support the Roadmap for Recovery of Cambodia Tourism During and Post COVID-19. **This Roadmap** shows a clear vision for the recovery of Post-COVID-19 tourism in Cambodia, indicating that Cambodia is expected to receive approximately **7 Million** international tourists by 2025 and about **11 Million** domestic tourists in 2023 again. Cambodia's tourism is ready to recover, possibly under the U-shaped recovery for international tourism and the V-shaped recovery for domestic tourism.

COVID-19 has caused an unprecedented crisis and has come as a shock to Cambodia, the region and the world. The effects of COVID-19 have led to an 80% drop in international and 20% domestic tourists, with an estimated \$ 3 billion in revenue loss by 2020. The Royal Government of Cambodia has set out **the Roadmap for Recovery of Cambodia Tourism During and Post COVID-19** divided into 03 phases:

1. Phase 1 (Resilience & Restart): Refers to the Crisis management in the New Normal phase and planning for recovery (2020-2021) because this crisis gives an opportunity to us to reconsider the system for providing tourism in Cambodia to be more resilient and sustainable for the future. At this phase, we must work together to minimize the effects of COVID-19 infection. In fact, the Royal Government of Cambodia in cooperation with the private sector has taken a great deal of measures aimed at ensuring that businesses survive and retain employment in the tourism sector through **07 Rounds** of consecutive government interventions already and the promotion of **domestic tourism movement** accompanied with the introduction of "**Tourism Safety Measures**".

At this phase, the public-private partnership plays a key role in participating in COVID-19 infectious disease prevention campaign, especially to provide safe services as a basis for the recovery of tourism because of an increase in **trust and confidence** on all lines of tourism production are a priority key to attracting tourists. Trust and confidence shall start **from the beginning of the line to the end of the line** from the international gate of the country where tourists have left to the international gate in Cambodia and continue to the services of accommodation, food, travel, leisure activities until they warmly return to their home countries. In this sense, all stakeholders in the tourism sector must continue to strictly implement the Tourism Safety Measures and health rules, because "**things will not return to the original state, so we have to adapt to learn to live in a new state, that is to keep hygiene and be careful not to neglect.**" Meanwhile, in preparation for the recovery of the tourism sector, the Royal Government has decided to invest publicly in improving the road infrastructure at the priority tourism poles, including 34 roads in Sihanoukville and 38 roads in Siem Reap, which will bear fruits to promote tourism attractiveness from the end of 2021 inevitably.

2. Phase 2 (Recovery): To recover Cambodia's tourism sector after COVID-19 crisis (2022-2023) and minimize the impact of COVID-19 crisis, the Royal Government will continue to provide vocational training, digital skills and recent skills in line with market demands after COVID-19 crisis and efforts to enhance the prestige of Cambodia as a safe tourism destination after COVID-19 crisis. At this phase, in order to increase the competitive excellence of Cambodian tourism in the region and the world, the Royal Government will also establish a stimulus package to support priority projects such as the development of new tourism products, strengthening the quality of tourism, establishing the National Tourism Vocational Schools in the priority tourism poles, encouraging the new tourism business models with creativity and innovation, promoting new Startups in tourism sector, capturing digital technology, building capacity of public relations and promoting tourism, etc.

3. Phase 3 (Relaunch): Preparation for the new future (2024-2025) of Cambodia's tourism sector aims to maximize the benefits of sustainable development of Cambodia's tourism sector with greater sustainability and responsibility in the times before crisis, seizing the opportunity of COVID-19 crisis, building the future of Cambodia's tourism sector to be sustainable, quality and smart.

Once again, on behalf of the Royal Government of Cambodia, I would like to highly appreciate the Ministry of Tourism and the private sector for their cooperation in developing this road map documents and making them approved and become the most valuable ones for our nation. On this occasion, I would like to call on all ministries, institutions, local authorities at all levels, development partners, national and international organizations, the private sector, as well as all people, to actively support and contribute to the implementation of the roadmap on the tourism recovery plan to be completely successful.

I would like to call on all stakeholders in the private sector, the people together to **“turn the threat of COVID-19 into an opportunity for tourism reform in Cambodia”** and ask the private sector to strengthen itself to adapt to the new context, especially seize digital technology in its business because digital technology is no longer an option but a necessity for Cambodia's tourism sector. **“In this situation, we have to know and increase the attractiveness to take advantage of technology for daily livelihood, leadership, study, work and business.”**

I strongly hope that **this roadmap** becomes a compass to recover and promote Cambodia's tourism with sustainability, quality, safety, continuity, responsibility and inclusiveness, and in the cause of further enhancing Cambodia's prestige: **“Cambodia: Kingdom of Wonder - feel the warmth”** to become a world-class quality tourist destination with confidence and trust.

Phnom Penh, Date: _____, 2021

Prime Minister

Samdech Akka Moha Sena Padei Techo HUN SEN

ROADMAP
for Recovery of Cambodia Tourism
During and Post COVID-19

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INTRODUCTION

1. Global, Regional and Cambodian Tourism Situation

COVID-19 has been threatening daily living, habits, livelihoods, lives and economies and societies as a whole all over the world. So far, no one has known when COVID-19 will come to an end and no one can specifically predict its effects on the aspects of the livelihood of each national society regarding both economy, politics and social order either. This has had dramatical influences on the global tourism sector.

a. Global Level

According to the evaluation of **United Nations World Tourism Organization (UNWTO)**, the effects on the international tourism in the third quarter of 2020 have declined at an estimated rate of **70%** - made a loss of international tourism receipts approximately **USD 700 Billion** equivalent to the loss of **730 Million** international tourists since the conditions of COVID-19 epidemics have more seriously progressed, coercing all countries to take actions on travel restrictions, especially for **March**, we observed the amount of international tourists has decreased up to **57%**. According to the reports, all target tourism countries (**100%**) around the globe have taken measures on travel restrictions, **97 of them (equal to 45%)** have wholly or partially closed their border checking points, **65 countries (equal to 30%)** have wholly or partially delayed their international flights and **39 countries (equal to 18%)** have taken steps to restrict the arrivals of tourists from some countries or regions. In the meantime, UNWTO has requested member countries to methodically contribute to the prevention and protection of this COVID-19 and also requested the tourism industry to routinely and regularly comply with the instructions of the World Health Organization (WHO) or the Ministry of Health in each country.

According to the report dated 24 May 2020 of the **World Travel & Tourism Council (WTTC)** which has carried its studies and evaluation that the impacts of this COVID-19 spread have made an estimated loss of **1 Million jobs** every day in the global travel and tourism industry while countries have taken their respective lockdown measures. WTTC has evaluated the possible loss of up to **100 million jobs** as a consequence of this COVID-19 and around **US\$2.7 Trillion** of its effects on world gross domestic products (World GDP). This loss has strongly affected global economies and societies through **Domino Effect (Spillover)** exceeding the negative effects in global travel and tourism sector.

In particular, according to the reports of the **International Labor Organization (ILO)** on 07 April 2020, forecasting the impacts of COVID-19 which may cause a loss of around **67%** equal to **195 Million jobs** (full time jobs) **in the second quarter of 2020** and affecting approximately **1.6 Billion** peoples working in the informal economy by reducing around **60% revenues**.

In general from **April to December 2020**, the number of global tourists may negatively increase from **-58% to -78%** with the loss of revenues between **US\$910 Billion** and **US\$1170 Billion** and directly affect approximately **between 100 and 120 Million jobs**.

b. Regional Level (Asia-Pacific and ASEAN):

During the crisis caused by COVID-19, countries in Asia-Pacific regions and East Asia as well as ASEAN have been being dramatically affected by COVID-19 on the tourism sector. According to the reports of the **Asian Development Bank (ADB)**, indicating the effects caused by this COVID-19, the number of tourists in many developing countries in Asia has been expected to severely drop owing to travel restrictions as well as their carefulness, which flights have **declined by 98.1%** in early 2020. Meanwhile, according to Mobility Market Outlook, dated 04 April 2020, revenues in the travel and tourism sector in Asia may be most strongly affected by this COVID-19 outbreak which may **decrease from US\$225,8 Billion** in 2019 to around **US\$165 Billion** in 2020.

In ASEAN, COVID-19 has negatively and adversely influenced the formal and informal economies, especially tourism and hospitality. Nearly one-fourth or 21.5% of tourists visiting ASEAN have been from China, and the lockdown and cancellation of flights have dramatically affected this region. In addition to fears of infection and spread, travel restrictions undertaken by ASEAN member states have impacted and prevented further travels.

The air shipping sector has faced the largest crisis in its history along with a dramatic decrease in travels as a result of a rapid spread of COVID-19, travel restrictions of each government, border closure and decrease in confidence in business operations. In general, the ASEAN tourism sector always recovers and rehabilitates in the wake of the previous severe impacts such as outbreak of SARS in 2003 and global financial crisis in 2008-2009, but such outbreak of COVID-19 has never occurred and has rapidly evolved, putting the tourism sector at risk of uncertainty. However, the ASEAN member countries have set out certain policies and principles to support the tourism sector and other sectors in relation to the tourism for an ad hoc step as well as plan for rehabilitation step. With the uncertainty as to the outbreak of COVID-19 and grave concern of additional effects on economies-societies, the ASEAN member countries have enacted several economic promotion package since february of 2020 to mitigate the impacts of its outbreak.

c. National Level (Cambodia)

Cambodia's Tourism Sector in 2020 has been facing another new negative impact caused by the outbreak of COVID-19, having had strongly and specifically negative impacts, **in 9 months of 2020**, Cambodia received **1,2 million international tourists**, declining by **74.1%** compared to the same period in 2019. According to the prediction in 2020, the crisis of COVID-19 may cause a decrease in approximately **80%** of international tourists and approximately **20%** of domestic tourists alongside with an estimated loss of **US\$3 Billion of revenues**. **By 9 months of 2020**, such decline has had a great deal of impacts on the tourism business operations (such business has closed more than **2,838 locations** in total) and jobs (total of **50,996 jobs**).

Even though the international tourism sector has been being severely affected by COVID-19 crisis, we have seen some positive notions, especially in September 2020, domestic tourists visiting across the country consisted of **7.2 Million tourists in total, which increased to 20.06%**, in which **national tourists were 5.5 Million tourists, increasing to 2.01%** and **(foreigners who travelled within Cambodia were 1.7 Million tourists, increasing to 193.7%)**, compared to the same month last year.

2. Vision

The Roadmap focuses on transforming the threat from the COVID-19 crisis into an opportunity to reform Cambodia's tourism sector into **a quality, safe and sustainable tourist destination**, bringing back **7 million international tourists by 2025 and 11 million domestic tourists by 2023**.

3. Goals and Objectives

a. Goals:

To achieve the above vision, **this Roadmap has determined the following goals:**

- to revitalize and enhance Cambodia tourism sector in the Post COVID-19
- to minimize the impacts of the COVID-19 on Cambodia tourism industry
- to leverage the advantages from the potential tourism products and services for creating new jobs during the COVID-19 pandemic
- to promote tourism competitive advantage on the regional and international platform
- to promote Cambodia's prestige as a safe tourist destination in the Post COVID-19.

b. Objective:

To achieve the above goals, **this Roadmap has set out the following objectives:**

- to develop new innovative and creative tourism products and services
- to strengthen tourism quality services in accordance with the National and Regional Standards

- to promote the training of tourism professionals, up-skilling and reskilling to meet the needs of the markets in the Post COVID-19
- to facilitate travel and tourism transport
- to strengthen Cambodia's Tourism promotion capacity in ternational and regional markets in the Post COVID-19 by organizing and enhancing the promotion of major tourism events to attract investment from major tourism markets, as well as promoting tourism through digital in the context of the Industrial Revolution 4.0
- to promote the technology adoption in the tourism sector
- to introduce some essential policies for Cambodia tourist attractions in the new context
- to reinforce the tourism governance mechanism in accordance with the working and business patterns in the new context.

Chapter 1: Cambodia's Tourism Development Scenario in Post COVID-19

1. The Impacts of the COVID-19 and SWOT Analysis on Cambodia's Tourism Sector

a. The Impacts of the COVID-19 on Cambodia's Tourism Sector

Cambodia's tourism sector in 2020 is at a stage of "**Challenges and Opportunities**". For **tourism sector in Cambodia in the first nine months of 2020** was:

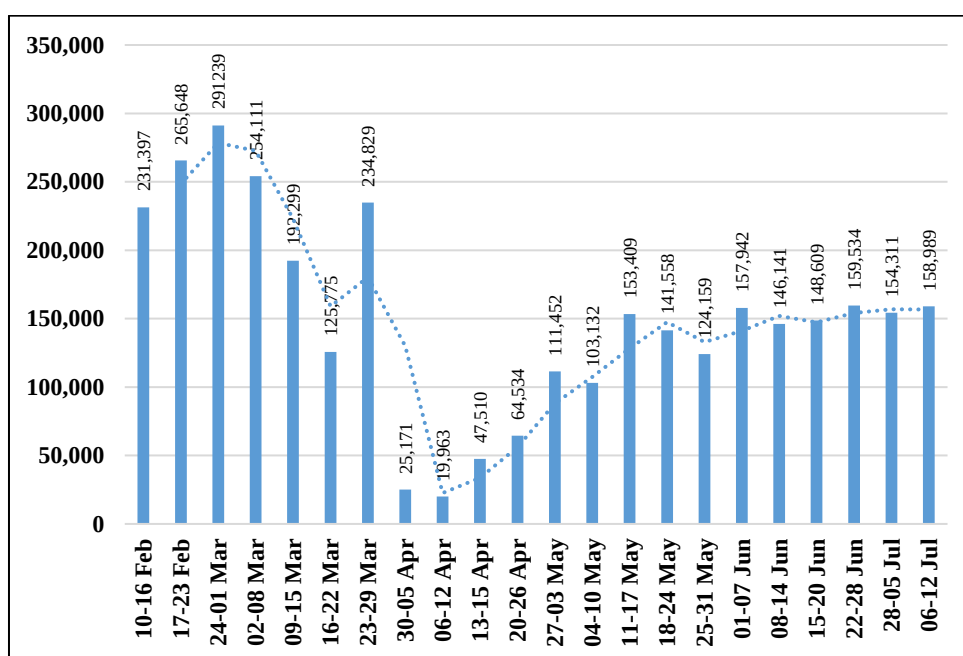
❖ International tourists:

In the first nine months of 2020, Cambodia received **1.2 Million international tourists**, **decreased by 74.1%** compared to the same period in 2019. In the uncertainty of the COVID-19, Cambodia will probably affect by the COVID-19 crisis as follows:

- (1)- Loss approximately of **USD 3 Billion** in international tourism receipts
- (2)- Contribution to the **GDP** may decrease from above **13%** to below **10%**
- (3)- **2,838 tourism businesses** have been closed and suspended, including hotels, guest houses, restaurants, massage-spas, tour operators, tourism sports and karaoke businesses, bars, discotheques, beer gardens
- (4)- Tourism employees approximately **510 Thousand people** are at risk.

❖ Domestic Tourists:

Figure 1: Domestic Tourism



(Source: Ministry of Tourism)

From the Ministry of Tourism, the movement of domestic and internal tourists in the first two months of 2020 (January to February) remained normal, since the COVID-19 had not been increased in the country. There were **1,603,931 domestic tourists** and **1,167,556 international tourists**, decreased by **1.6%** and **20.20%** respectively, compared to the same period in 2019.

However, **as of April**, internal tourists had declined sharply due to the increase of imported cases of the COVID-19. There were **106,407 domestic tourists**, and **24,854 international tourists**, decreased by **93.2%** and **96.2%** respectively, compared to the same period in 2019. In response to the decline in domestic tourists and the fight against the COVID-19 in the tourism sector, the Ministry of Tourism has introduced tourism safety measures,

tourism accommodation registration system, staff training in tourism services, and campaigns to build the confidence for international tourists in the future. In that, the Ministry of Tourism has implemented effectively and in accordance with the safety measures of the Ministry of Health, it is noticeable that there was the growth of domestic tourists from May to July. Internal tourists have been steadily increasing due to the introduction of effective intervention policies and practices.

As of May 2020, for internal tourists, **2,584,318** were **domestic tourists** (50.1% dropped) and **1,506,030** were **international tourists** (62.2% dropped), compared to the same period in 2019.

For the **first two weeks of July 2020**, the total number of internal tourists visiting tourist destinations nationwide was **313,300**, increased by **1.67%** compared to the last two weeks of June. In that, (1) there were **307,809 domestic tourists** (up **2.54%**), and (2) **5,491 international tourists** (down **30.89%**). The number of internal tourists seemed to reach its steady point, where the fluctuation was around 5%, and the total number of tourists was around **600,000 to 650,000 per month**, represented **60 to 65%** of total number of internal tourists before the COVID-19 pandemic decreased by (**35% to 40%**) compared to pre-COVID-19.

However, it was **a steady growth** due to the fact that Siem Reap, once a major tourist destination, is still not as attractive as it used to be. In this case, if Siem Reap can attract as many tourists as other provinces, the number of internal tourists may jump to 85% to 90%.

In particular, the Royal Government has decided 5 days compensated holidays for Khmer New Year (15 to 21 August 2020). Hence, the number of tourists visited tourist destinations nationwide from 17-21 August 2020 significantly increased to **1,459,386**, in which **1,445,238** were **domestic tourists** and **14,148** were **international tourists**. Stretch over the seven days (August 17-23, 2020), **the total number of tourists was 1.76 million and the nine days** (weekends before and after the holidays) was about **2 Million tourists**.

In addition, as for the tourism receipts, the average total expenditure of tourists in the past 5 days such as buying tickets, transportation, accommodation, food, and other expenses were about **USD 103 Million** of which: for domestic tourists, total expenditure was **\$100,000,000 (\$70/pax)** and for foreigners who travelled within Cambodia, total expenditure was **\$2,829,600 (\$200/pax)**.

This reflects the positive impact of internal tourists on Cambodia's tourism sector during the COVID-19 pandemic.

❖ **Impacts on Tourism Establishments:**

As of March-July 2020, a total number of **2,957 tourism businesses** had been closed and affected **56,113 tourism direct jobs at risk**.

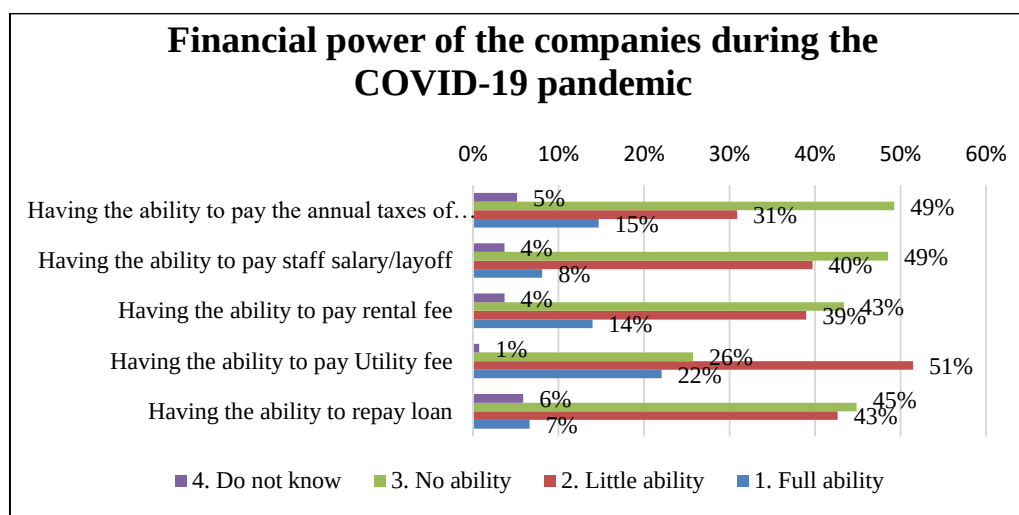
As of September 2020, after a significant **increase of the internal tourism activity**, **119 tourism businesses** reopened (2,838 tourism businesses remained closed), making **5,117 tourism employees** re-employed (50,996 tourism employees still lost their jobs).

During the COVID-19, the majority of companies are not able to pay taxes and others are less likely to. Based on the result of the **Survey on Tourism Business Situation in and after the COVID-19¹**, that studies on the impacts of the COVID-19 on business operation and their financial power, shows that most of the companies have problems with the ability to pay **personnel salary** (49% of companies cannot afford to pay and only 8% can afford it), **rental fee** (43% of companies have no ability to pay and only 14% can afford it), **utility bill** (26% of companies cannot afford to pay, 22% can afford to pay and the others 51% can afford it slightly)

¹ A total of 155 tourism businesses participated in the survey.

and **the inability to repay the loan** (45% of companies cannot afford to pay, 7% can afford to pay and the others 43% can afford it a little).

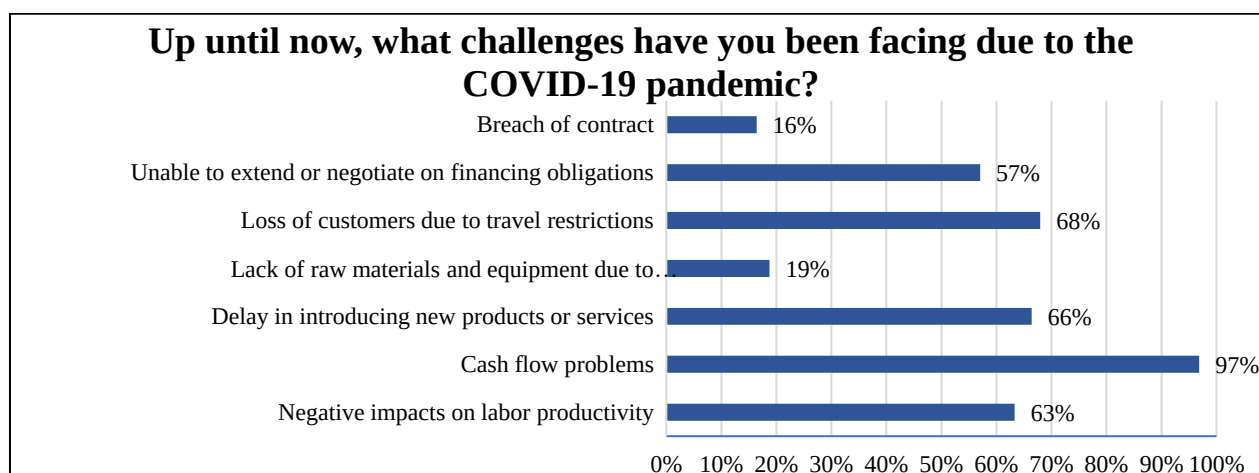
Figure 2: Financial power of the companies during COVID-19



(Source: Department-General of Tourism Industry Management)

The biggest challenge is the **cash flow issue (97%)** caused by a major loss of income from the drastic drop of sale and the other challenges such as the loss of customers due to travel restrictions (**68%**), delay in introducing new products or services (**66%**), negative impacts on labor productivity (**63%**), and being unable to defer loan (**57%**).

Figure 3: Challenges due to the COVID-19

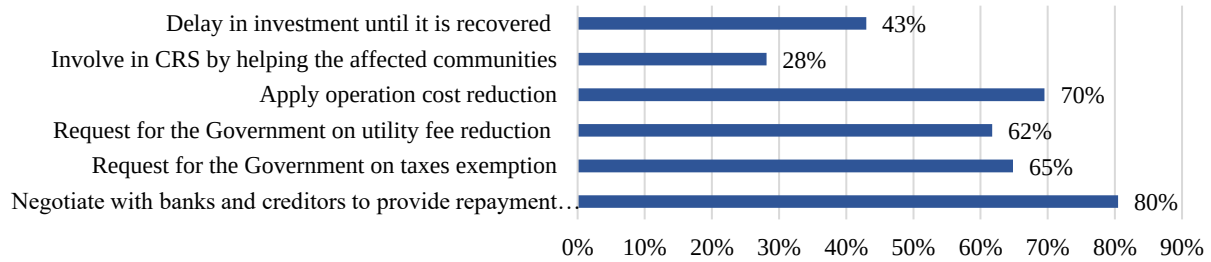


(Source: Department-General of Tourism Industry Management)

In case the pandemic delays any longer, the prioritized measures for tourism businesses are negotiating with banks or creditors to suspend the repayment (**80%**), applying operation cost reduction (**70%**), requesting for taxes exemption (**65%**) and utility fee reduction (**62%**).

Figure 4: Prioritized Measures for businesses

If the pandemic delays to the next 3 or 4 months, what are the prioritized measures for your business?

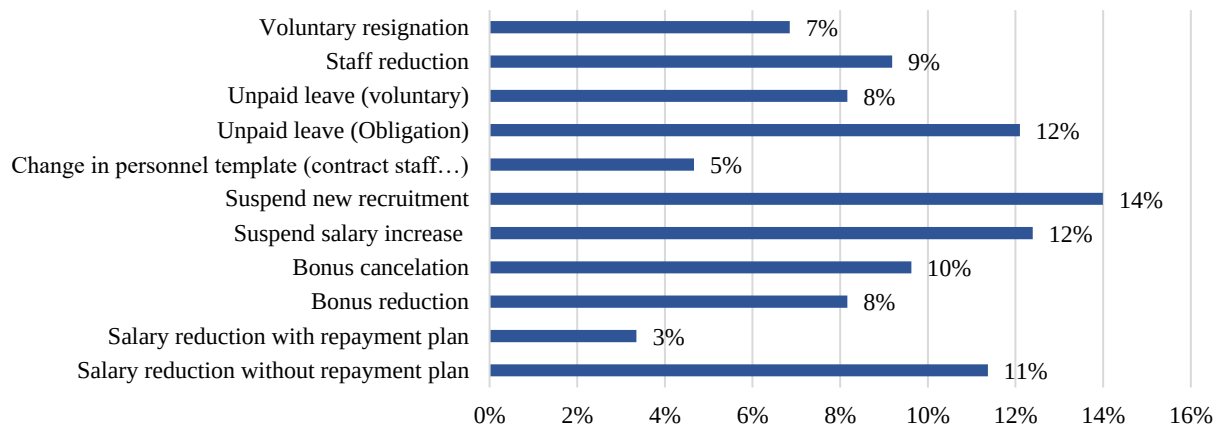


(Source: Department-General of Tourism Industry Management)

Additionally, the tourism employees are also affected. In this regard, there are suspension on new recruitment (14%), paid or unpaid layoff (12%), salary reduction without repayment plan (11%), bonus cancelation (10%) and staff reduction (9%).

Figure 5: Company's Capability on Financial Problems during COVID-19

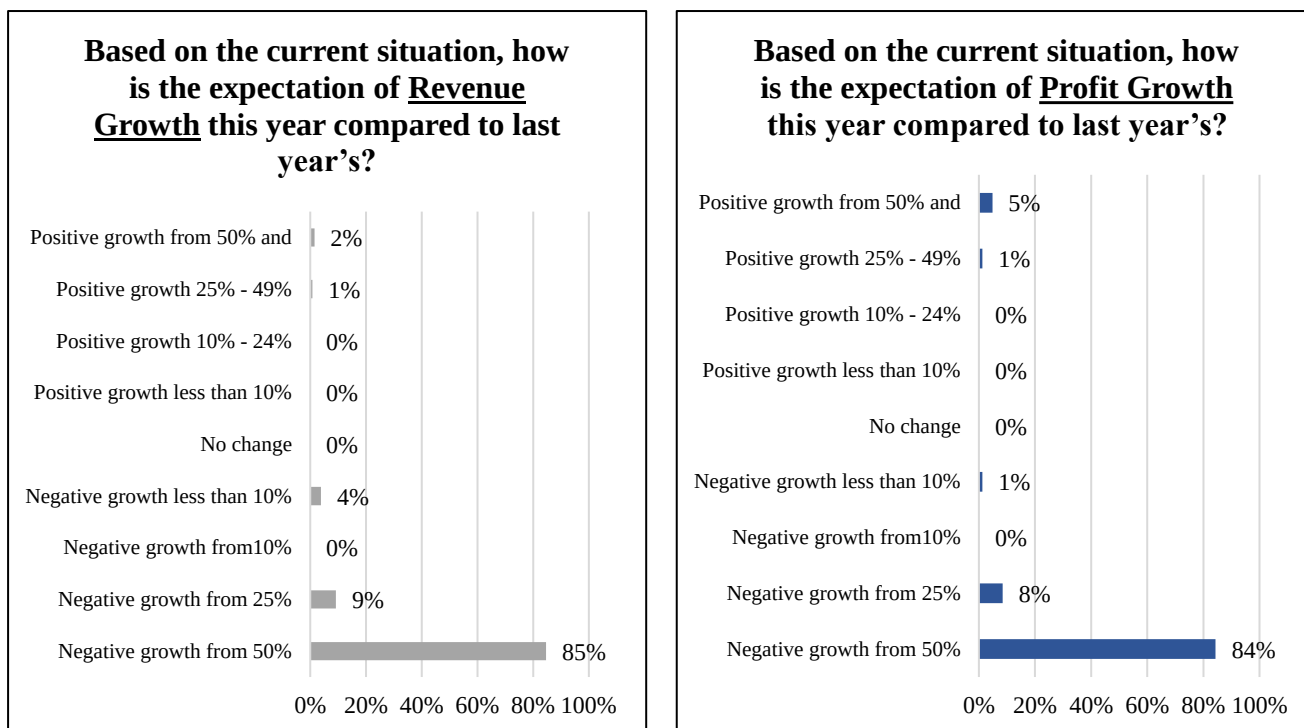
As the responsive measures, what are the amendments on salary and personnel templates in your company?



(Source: Department-General of Tourism Industry Management)

In common, there is a major impact on finance in terms of companies' revenue compared to last year's revenue. The majority has experienced more than 50% negative growth (85%), and the other 9% met the 25% to 49% negative growth. Therefore, the companies' profit also dropped dramatically, making 84% of the companies have had more than 50% negative growth on revenue.

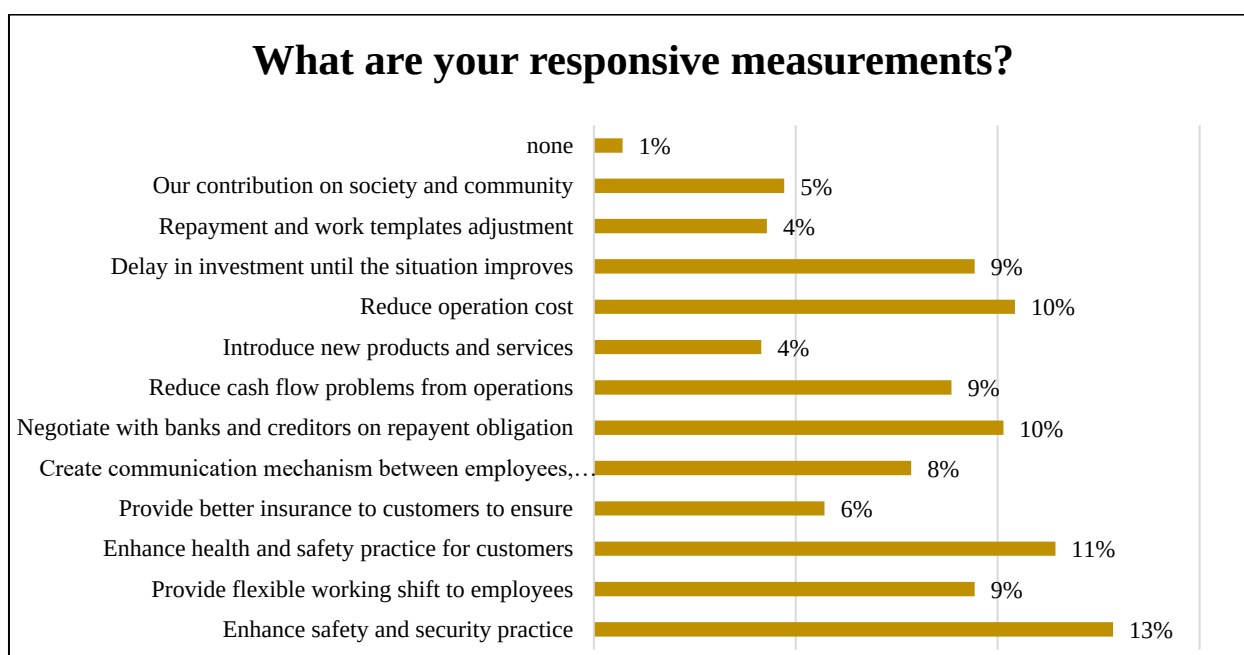
Figure 6: Expectation of Revenue and Profit Growth of the company during COVID-19



(Source: Department-General of Tourism Industry Management)

In this case, the responsive measures that the tourism businesses have been taking for responding to the impact of COVID-19 crisis such as enhancing health and safety practice for both customers (**11%**), enhancing safety and security practices for employees (**13%**), applying operation cost reduction (**10%**), and negotiating with banks and creditors on repayment obligation (**10%**).

Figure 7: Responsive Measures That the Tourism Businesses Have Been Taking



(Source: Department-General of Tourism Industry Management)

To sum up, private tourism businesses proposed some recommendations as follows:

- Collaborate with the government, ministry of tourism to promote tourism sector such as promotion, exhibition, digital program applying, training and research
- Develop innovative and modern marketing policy

- Organize programs to promote good relations with customers and to fulfil customers' satisfaction
- Develop staff motivation policy to increase productivity and retain employees
- Increase more investment on technology in order to augment market share and productivity
- Strengthen capacity of innovative product/service development.

b. Cambodia's Tourism SWOT Analysis during COVID-19 Crisis

This year 2020 has been bringing challenges and affecting Cambodia's tourism sector that never took place before in the last 30 years. The world has been experiencing many negative effects caused by COVID-19 crisis, especially to Cambodia, countries in the region and the world. But it also reflects the important role of tourism in socio-economic development and the inter-sectoral influence of other socio-economic sectors as well. The following is an analysis of the strengths, weaknesses, opportunities and threats for Cambodia's tourism sector in the New Normal phase.

Table 1: Analysis of Strengths, Weaknesses, Opportunities and Threats of Cambodia's Tourism during New Normal Phase

Strengths	Weaknesses
• Commitment of public and private sectors to restoring the tourism industry • Strong high quality/High value tourism offer on international market • Implementation of Tourism Development Master Plan Siem Reap 2020-2035 • New Ecotourism offers under development • Off beaten track (soft adventure destinations and product) • Temples of Angkor are famous and rated in Trip Adviser • Khmer Cuisine – undiscovered and unique • High level of social/responsible tourism product • World class luxury island resorts • Vibrant Phnom Penh city destination • Low levels of infection compared to many destinations • Strong and sharp implementation of anti-COVID-19 measures • Warm and Welcoming Khmer hosts (small country big heart) • Value for money compared to many destinations • Close positive relations with China and other ASEAN countries • Good regional connections – (Singapore/HK short haul markets) • E-visa and visa on arrival • Attracts visitor loyalty and love • Cambodia ranked as one of the top 10 safest tourist destinations, according to Toulane, Germany.	• Lack of strong involvements of stakeholders in implementing tourism safety measures • Cambodia lacks investment in Tourism Marketing compared to other countries • Most of the tourism businesses borrowed money from banks to open or to expand its business; and as for employees, they also borrowed money from microfinance, which caused a great impact on both of them during the crisis • Limitation of tourism job supply and workforce productivity is still weak • No functioning marketing and promotions that based on international practices yet • Air connectivity to key markets (especially lack of long-haul flights) which will worsen in the aftermath of COVID-19 • COVID-19 impacts on the tourism sector without the level of economic support available in richer countries will result in decrease of offer • Lack of (or poor perception of) international safety standards in some areas (boats etc.) • Perception of overcrowding at Angkor temples • Negative images of Sihanoukville and Siem Reap in various international medias • Poor tourism information access • Over reliance on Angkor for tourism marketing • Seen as add on destination (due to Angkor reliance) • Cambodian Airport fees high compared to competing neighbors

	• Expensive long-haul flight costs from many markets • Temporary Visa entry restrictions on some nationalities may discourage future travel.
Opportunities	Threats
• Learn from this crisis that the importance of tourism is a priority sector for the Cambodian economy and society • Target and promote regional short haul breaks from key regional tourist destinations especially domestic tourism and intra-ASEAN • Develop new campaigns and brand image for Cambodia – Beyond the Temples • Accelerate and promote certain tourism products to be popular such as adventure tourism, safe and more hygiene traveling • Build technology and digital presence in Cambodia's tourism sector such as customer registration data system • Use this crisis as a driver to energize tourism marketing and promotions - move towards an approach to strengthen financial means in the form of a Public-Private Partnerships (PPP) • Strengthen the approach to joint marketing and promotions with private sector: Public Enterprise • Utilize social media to engage with "Tourism Loyal Ambassadors" • Utilize COVID-19 crisis to leverage unified funding from international donors • Review funding approach to marketing and promotion – introduce small tourism tax • Utilize "down time" to improve tourism infrastructure and cleanliness (ex: Road infrastructure in Siem Reap and other tourist destinations) • Improve Angkor Wat experience – move to plastic free, local produce and better sustainability • Time to make break from the Chinese Zero Dollar Tourism, fresh start with better targeted approach to Chinese speaking market • Develop targeted campaigns for the western, ASEAN and Chinese speaking markets.	• A huge drop of tourist arrivals; therefore, with the absence of a tourism roadmap to point the way, the recovery process of tourism industry will take a long time to recover • Failure of implementing Tourism Safety Measures will increase the risk of spreading deceases • Declining tourist arrivals will affect tourism investments • Implementing the concept of Travel Bubble would be risky if it not managed properly.

(Source: Tourism Commercial Capacity Building Programme (AFD) – Mr. Gavin Bell, International Expert in Ministry of Tourism and Member of secretariat's anti-COVID-19 task force in tourism sector)

2. Cambodia's Tourism Development Scenario during and post COVID-19 crisis

Looking at the growth of international and domestic tourists to Cambodia from 2010 to 2019, it shows that the tourism sector in Cambodia has been growing steadily from year to year, with an international tourist's average growth rate at **12%** and a domestic tourist's average growth rate at **4.6%**. The following table is the growth of Cambodia's tourism (2010-2019):

Table 2: Growth of international and domestic tourists to Cambodia from 2010 to 2019

Year	International Tourists	Growth Rate	Domestic Tourists	Growth Rate	Total	Growth Rate
2010	2,508,289	16.0%	7,562,699	-	10,070,988	-
2011	2,881,862	14.9%	7,811,065	3.3%	10,692,927	6.2%
2012	3,584,307	24.4%	8,253,860	5.7%	11,838,167	10.7%
2013	4,210,165	17.5%	8,518,753	3.2%	12,728,918	7.5%
2014	4,502,775	7.0%	9,004,437	5.7%	13,507,212	6.1%
2015	4,775,231	6.1%	9,678,992	7.5%	14,454,223	7.0%
2016	5,011,712	5.0%	10,642,081	10.0%	15,653,793	8.3%
2017	5,602,157	11.8%	10,864,368	2.1%	16,466,525	5.2%
2018	6,201,077	10.7%	11,059,633	1.8%	17,260,710	4.8%
2019	6,610,592	6.6%	11,319,523	2.3%	17,930,115	3.9%
2020* (Sep.)	1,247,680	-74.1%	7,284,409	-51.5%	8,532,089	-62.8%

(Source: Annual Tourism Statistics Report, Ministry of Tourism)

As for 2020, Cambodia's tourism is affected by COVID-19, which would cause a dramatic drop of tourist arrivals. In fact, in the first nine months of 2020, there were approximately **1.2 Million** for international tourists and approximately **7.2 Million** for domestic tourists.

UNWTO has predicted the situation of international tourism in 2020 into three scenarios in order to reflect the future:

Scenario 1: International tourism will decline by approximately **(-58%)** travel restrictions start to be lifted and national borders opened in **early July**, which could lead to a loss of about **USD 910 Billion** in export revenues from tourism.

Scenario 2: International tourism will decline by approximately **(-70%)** travel restrictions start to be lifted and national borders opened in **early September**, which could lead to a loss of about **USD 1,080 Billion** in export revenues from tourism.

Scenario 3: International tourism will decline by approximately **(-78%)** travel restrictions start to be lifted and national borders opened in **early December**, which could lead to a loss of about **USD 1,170 Billion** in export revenues from tourism.

a. Forecast of Cambodia's Tourism Development Scenario during and post COVID-19 crisis

In particular, the forecast of Cambodia's Tourism Development Scenario during and post COVID-19 crisis is evaluated (in the next 7 years from 2020 to 2027) based on the effectiveness of government interventions of anti-COVID-19 measures and the support of Cambodia's tourism as well as the external influences of regional and global tourism. The Ministry of Tourism proposes **three scenarios**, in which the revitalization of the tourism sector in Cambodia for international tourists is in the **U-shaped recovery** and domestic tourists in the **V-shaped recovery**.

- **International tourists: (Under the U-shaped recovery)**

- **Scenario 1** (3 years) vaccine discovery by 2020 and the effective intervention policy measures with the rate of: -80% (2020), 95% (2021), 60% (2022) and 70% (2023).

- **Scenario 2** (5 years) vaccine discovery by 2021 and the effective intervention policy measures with the rate of: -80% (2020), -24% (2021), 100% (2022), 125% (2023), 40% (2024) and 12% (2025).
- **Scenario 3** (7 years) vaccine discovery is still uncertain and there are uncertain travel restrictions and barriers with the rate of: -80% (2020), -60% (2021), 60% (2022), 95% (2023) and 44% (2024-2027).

Table 3: Forecast of Cambodia's Tourism Development Scenario during and post COVID-19

	Scenario 1 (vaccine discovery by 2020 and the effective intervention policy measures)		Scenario 2 (vaccine discovery by 2021 and the effective intervention policy measures)		Scenario 3 (vaccine discovery is still uncertain and there are uncertain travel restrictions and barriers)	
Year	International Tourists	Growth Rate	International Tourists	Growth Rate	International Tourists	Growth Rate
2019	6,610,592	-	6,610,592	-	6,610,592	-
2020	1,322,118	-80%	1,322,118	-80%	1,322,118	-80%
2021	2,578,131	95%	1,850,966	40%	528,847	-60%
2022	4,125,009	60%	2,591,352	40%	846,156	60%
2023	7,012,516	70%	4,146,163	60%	1,650,004	95%
2024	7,713,768	10%	5,390,012	30%	2,376,005	44%
2025	8,485,144	10%	7,007,016	30%	3,421,448	44%
2026	9,333,659	10%	7,707,718	10%	4,926,885	44%
2027	10,267,025	10%	8,478,489	10%	7,094,714	44%

Based on the above scenario, the following is shown:

1. The growth rate of international tourists will fall sharply in 2020 to **-80%** in all three scenarios due to the COVID-19 crisis (estimated rate)
2. **In 2021**, Cambodian tourism is projected to recover about **95%** in the first scenario (with vaccine discovery in 2020 and with intervention policy measures), **-24%** in the second scenario (with vaccine discovery in 2021 and with intervention policy measures), and **-60%** in the third scenario which is the worst one (vaccine discovery is still uncertain and there are uncertain travel restrictions and barriers)
3. **In 2022**, Cambodian tourism is projected to grow between **60%** (Scenario 1), **100%** (Scenario 2) and **60%** (Scenario 3) as the situation returns to normal and international tourists start to increase more than 2021 and the third scenario is the worst-case scenario, with the number of visitors declining for two consecutive years but in 2022 it will increase dramatically
4. Cambodia is a host of SEA GAME 2023 which is a major tourist attraction event; therefore, international tourists is projected to maintain the highest growth of **70%** (Scenario 1), **125%** (Scenario 2) and **95%** (Scenario 3).

Domestic tourists: (Under the V-shaped recovery)

Domestic tourism has facilitated and mitigated the negative effects of the COVID-19 crisis, and the Ministry of Tourism has been boosting this movements. Growth rate of domestic tourism movements: **-20%** (2020), **10%** (2021-2022) and **5.5%** (2023-2025).

Table 4: Forecast of Domestic tourists (2020 to 2025)

Year	Number of Domestic Tourists	Growth Rate
2019	11,319,523	2.30%
2020	9,051,204	-20.00%
2021	9,956,324	10.00%
2022	10,951,957	10.00%
2023*	11,554,314	5.50%
2024	12,189,802	5.50%
2025	12,860,241	5.50%

***Note:** Domestic tourism is likely to recover rapidly under the “V-shaped recovery” and return to its original state by 2023, this year with the SEA-Game (2023) and the commitment to boost domestic tourism movements.

According to the above forecast, **domestic tourists will decline by (-20%) by 2020** due to the COVID-19 crisis, but domestic tourists will continue to grow with **a clear intervention policy of the Ministry of Tourism and the Royal Government of Cambodia.**

Therefore, we expect the recovery of Cambodia's tourism sector to receive about **7 Million international tourists by 2025 (Scenario 2)² under the “U-shaped recovery”**, and **11 Million domestic tourists by 2023 under the “V-shaped recovery”**.

b. Roadmap's approach

To recover the tourism sector in Cambodia, it necessitates to introduce the responsive measures in accordance with the ongoing COVID-19 crisis management at the national, regional, and global levels. Based on UNWTO's response measures and mechanisms for supporting tourism during COVID-19 crisis³, the Cambodia's tourism recovery plan during and post COVID-19 crisis has **Three Strategic Directions** and **Four Pillars** as follows:

- **Three Strategic Directions for recovering Cambodia's tourism:**

- **Strategic Direction 1 - Economy and Employment:** refers to the protection, recovery and promotion of economic efficiency and employment in the tourism industry during and post COVID-19 crisis with high resilience and competitiveness.
- **Strategic Direction 2 - Tourism Marketing and Promotions:** refers to the attraction of domestic and international tourism markets during and post COVID-19 crisis.
- **Strategic Direction 3 - Develop Tourism Governance Mechanisms:** refers to the strengthening of institutional mechanisms and partnerships between the public and private sector in order to restore and promote Cambodian tourism sector's ownerships.

² According to a statement issued by WHO on November 10, 2020: "The first COVID-19 vaccine is likely to be launched in March 2021".

³ UNWTO has been working closely with its member states, **World Health Organization (WHO)** and other international organizations to ensure the response measures and mechanisms for supporting tourism during COVID-19. Thus, **UNWTO** has recommended **Seven Priorities for Global Tourism Recovery** including: (1)-Provide liquidity and protect jobs, (2)-Recover confidence through safety & security, (3)-Public-private collaboration for an efficient reopening, (4)-Open borders with responsibility, (5)-Harmonize and coordinate protocols & procedures, (6)-Added value jobs through new technologies, and (7)-Innovation and Sustainability as the new normal. Finally, **UNWTO** has also recommended the **Global Guidelines to restart tourism** as follows: (1)-Safe and Seamless Border Management (air, sea, and ground travel), (2)-Private Sector – Crosscutting Measures, (3)-Safe Air Travel, (4)-Hospitality, (5)-Tour Operators & Travel Agencies, (6)-Meeting & Events, (7)-Attractions & Thematic Parks, and (8)-Destination Planning & Management.

The strategic actions to be set in each Strategic Directions are based on the Four Pillars that are the strengths and potential of Cambodia's tourism sector.

- **Four Pillars for recovering Cambodia's tourism:**

Based on the potential of Cambodia's tourism sector, the strategic actions of the Roadmap for Recovery of Cambodia during and post COVID-19 crisis must be based on **04 Pillars** for effective rehabilitation:

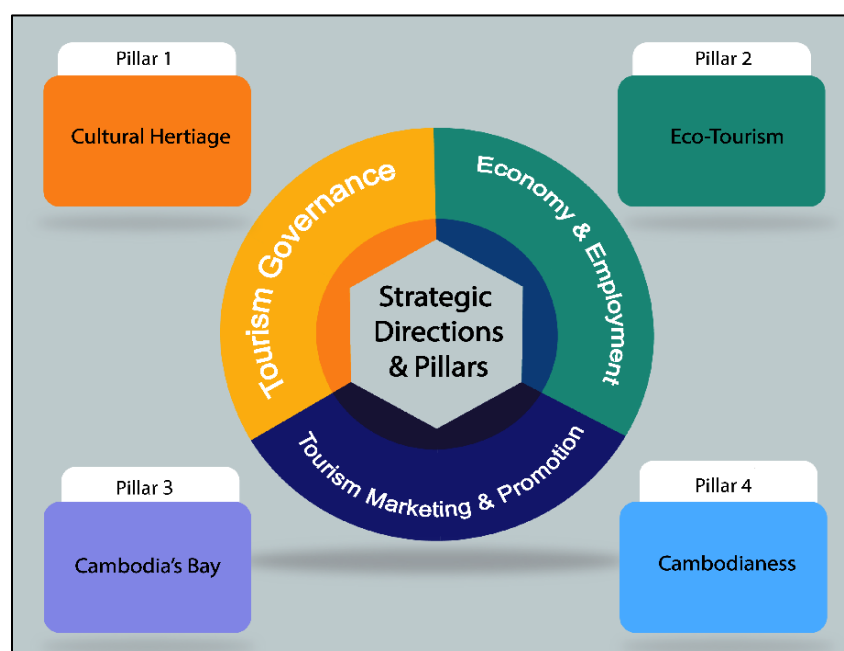
Pillar 1. Cultural Heritage

Pillar 2. Eco-Tourism

Pillar 3. Cambodia's Bay

Pillar 4. Cambodianess

Figure 8: Strategic Directions and Pillars for recovering Cambodia's tourism during and post COVID-19



- **Pillar 1: Cultural Heritage**

Cambodia has the famous temple of Angkor Wat and many other ancient temples spread over an area of 400 square kilometers, which was registered on the World Heritage List by UNESCO in 1992, along with other precious resources embedded in traditions with the growth of business basis that serve tourism sector, such as hotels, restaurants, shops.

In order to be able to follow the vision of sustainable development, the road map has defined the overall scope, including cultural tourism and Khmer heritage through the study and set strategies and action plans to increase the attractiveness through the visit of temples to associate with a variety of recreational activities add to the activities and entertainment events in accordance with the principles of preserving and maximizing the use of these cultural heritages to increase the satisfaction, attractiveness of tourists and can increase the length of stay and increase the cost of visitors into the national economy.

- **Pillar 2: Eco-Tourism**

Cambodia is rich in natural resources and biodiversity, especially concentrated in 57 protected areas covering an area of 7,439 hectares (including national parks, wildlife sanctuaries, landscape protection areas, multi-use areas and Ramsar site, Natural Heritage Sites and biodiversity corridors, natural protected areas system), 9 forest protected areas, mangrove forests, Cardamom mountain tropical forest, which are rich in the last rare species in Asia and now this area is included in the top 10 ecotourism destinations in the world including marine flora and sea creatures and a lot of biodiversities, especially the largest mangrove forest in Southeast Asia, covering an area of 50,000 hectares and 70 species of coral in the coastal areas of Cambodia and in the northeast, also has great potential with highlands, national parks, Mekong River landscape, forest sea, waterfalls, Mekong dolphins, rare species and other biodiversities, especially ethnic communities as well. Overall, the

development of natural tourism, especially ecotourism, which is a form of sustainable tourism that benefits the local economy and society, contributing to effective environmental protection and plays an important role in promoting competitive advantages) of Cambodia's tourism sector.

- **Pillar 3: Cambodia's Bay**

Cambodia's bay also has huge potential, spreading over 440 kilometers and becoming a member of the most beautiful beach clubs in the world since 2011, contributing to the promotion of tourism potential in those coastal provinces and support the Royal Government's Policy to develop sustainable coastal tourism.

Abundance for leisure on the beaches and islands is a competitive advantage in the development of tourism and has made the Cambodia's bay is welcoming the growth of national and international tourists.

- **Pillar 4: Cambodianess**

In addition to the potential for cultural heritage tourism, ecotourism and Cambodia's bay, another strong point of Cambodia's tourism attraction is Cambodianess. In the past, Cambodia has been recognized as a country where people provide good hospitality and welcome international tourists with a full of warmth smile. Recently, in September, **My International Movers**⁴ website ranked Cambodia as one of the top 10 countries with the best hospitality for foreigners and tourists in 2020.

COVID-19 crisis also demonstrates Cambodia's global virtues and morals. On February 13, 2020, Cambodia allowed the MS Westerdam cruise ship to dock at the port of Sihanoukville, as this large cruise ship was denied entry from several countries. This gesture is recognized and evaluated by the world that Cambodia "**Small Country But Big Heart**". The courage of **Samdech Hun Sen**, the Prime Minister of the Kingdom of Cambodia, in receiving guests to dock this ship is to be thanked and appreciated by the President of the United States of America, Donald Trump and other international organizations, such as the World Health Organization (WHO) and the World Tourism Organization (UNWTO).

Figure 09: Cambodia: Small Country But Big Heart

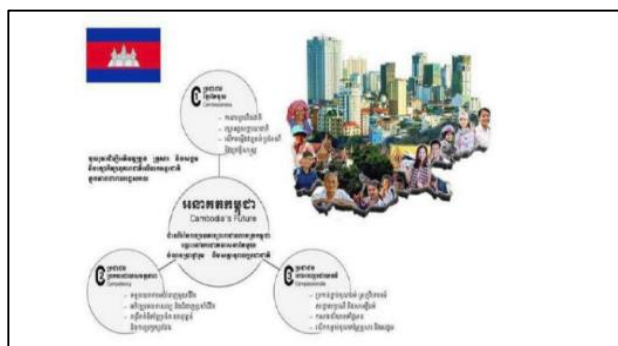


(Source: F.B Page Samdech Akka Moha Sena Padei Techo Hun Sen, Prime Minister of the Kingdom of Cambodia)

To seize this opportunity after COVID-19 crisis to recover and promote Cambodia's tourism sector is to promote Cambodia's tourism based on the concept of "Cambodianess & people with full compassion", which is an inexhaustible tourism potential for Cambodian tourism now and in the future.

Therefore, the recovery and enhancement of tourism in Cambodia after COVID-19 crisis must be linked to people (being Cambodianess) in line with the "3Cs"⁵ concept, which outlined the basic concepts for the future of Cambodia to be oriented to wards a single destiny include: **(C1)-Cambodianess, (C2)-People with Competency, (C3)-People with Compassionate**, that this movement should be continue to inspire the National Agenda.

Figure 10: "3Cs" Concepts



⁴ According to the international website, My International Movers (<https://myinternationalmovers.com>) ranked the Kingdom of Cambodia as No. 01 among the 10 countries with the best hospitality for foreigners and tourists in 2020.

⁵ "3Cs" Concepts of H.E. Hun Many, Chairman of the Commission of Education, Youth, Sports, Cult, Religious Affairs, Culture and Tourism of the National Assembly and President of the Union of Youth Federations of Cambodia

Chapter 2: Plan to recover and promote Cambodia's tourism sector during and post COVID-19

- **Resilience & Restart,**
- **Recovery,**
- **Relaunch**

Although the condition of COVID-19 is not serious in Cambodia due to no epidemic in the country, only cases of importation and no loss of life due to COVID-19, the serious negative impact of COVID-19 has led to a sharp decline in the socio-economic sector, especially tourism sector has plummeted while the number of international tourists have plummeted as well, therefore tourism revenue contributed to declining national economy and job losses in tourism sector.

Thus, the recovery and enhancement of tourism depends on the framework / timeline of the **introduction of policy measures, timely intervention and speed of vaccine discovery**. According to the scenario analysis, the recovery and enhancement of Cambodia's tourism sector during and after COVID-19 crisis is expected to be the **second scenario option**. In this regard, the plan to recover and promote Cambodia's tourism sector during and after COVID-19 crisis is organized into "03 phases" covering the period of (2020-2025):

- 1. Phase 1 (Resilience & Restart):** Crisis management in the New Normal phase and planning for recovery.
- 2. Phase 2 (Recovery):** Recovery of tourism sector.
- 3. Phase 3 (Relaunch):** Preparation for the new future of tourism sector in Cambodia.

Strategic planning in each phase is based on the **4 pillars: Cultural heritage, Cambodia's bay, ecotourism and Cambodianess**, focusing on three strategic directions, including: (1)- Economy and employment in tourism sector, (2)-Advertising and promoting domestic and international tourism and (3)-Governance in tourism sector.

1. PHASE 1: CRISIS MANAGEMENT IN THE NEW NORMAL PHASE AND PLANNING FOR RECOVERY (2020-2021)

According to past experience, the most important point for the world to return to normal state of outbound travel of tourists is the **discovery of COVID-19 vaccine and / or treatment medicine**. In this sense, it is evaluated that **from the present until the discovery of the vaccine is a period of New Normal** in which the socio-economic situation can begin to gradually return to normal state in **New Situation, New Habit and New Treatment / Services**. The first phase is the **Resilient and Restart** phase of the tourism industry in line with the strategy of “**Survive at this moment rather than die**”⁶, that is, to save life in order to have time to recover the economy later.

a. Strategy 1: Economic Assistance for Private Sector and Employment:

To date, the Royal Government of Cambodia has already set out and subsequently put the **intervention measures into practice (including tourism sector and services) for six rounds, with the the summary of key supporting measures as follows**: no monthly tax payment, no full audit for 2020, no need to pay insurance premiums for occupational risk and health care (NSSF), coordinating with building-business location owners to make it convenient for the tenants, exemption from fees for the renewal of all kinds of tourism licenses, allowing the delays in pre-seniority indemnity payment, providing allowance to tourism staff, and organizing training of re-skilling or upskilling programs. Accordingly, the Ministry of Tourism has set out and is effectively implementing: **(1). Tourism Safety Measures, (2). Promoting the local tourism movement and (3). Tourism skill training (online)**.

The Ministry of Tourism has prepared the Tourism Safety Measures and put them into practice in two steps as follows: The services that have been decided to be implemented in the first step include: 1. Tourism Resort, 2. Community-based Tourism, 3. Tourism Restaurants, 4. Tourism Accommodations, 5. Tourism Boat (Water Transportation), 6. Tourism Bus (Overland Transportation), 7. Local Tour Operators, 8. Tourism Guide and Interpreters from Tourist Guide. To evaluate and decide to provide the Tourism Safety Measures Label, the Ministry of Tourism has developed determination of minimum conditions guidelines.

In the second step, the Ministry of Tourism plans to prepare Tourism Safety Measures for tourism businesses, including: 1. Sport Tourism, 2. Adult Tourism Entertainment Services (beer gardens, KTVs, bars and discoteks), 3. Spa and Massage, 4. MICE⁷ and Meeting room, 5. Tourism Events, and 6. Tour Operators.

Mechanisms for the implementation of Tourism Safety Measures include: (1) National institutional mechanisms by establishing sub-working group to promote and monitor the implementation of Tourism Safety Measures (Step 1) Subordinate to working group to promote and enhance tourism sector during and after COVID-19 crisis and sub-national to decide and provide each Tourism Safety Measures Label were reviewed and given (2). Developing a Code of Conduct and guidelines focusing on the instruction for the organization of business locations in accordance with new instruction in the context of New Normal and the instruction on communication in new means between customers and staff, and (3). Organizing a support mechanism through the use of customers management technology system during COVID-19, that is, the tourists registration technology system through Telegram BOT to manage data and processes of tourists that can respond in a timely manner in managing the situation during COVID-19 crisis and the tourism accommodation registration system (www.accommodationregistrar.net) to control the flow of domestic and international tourists, facilitate online accommodation registration, and to keep a record of all the accommodation of tourists in each tourism accommodation business.

Meanwhile, the Ministry of Tourism has set out an online tourism skill training program, including: (1). The online tourism skill training system (<https://www.tptd.org>) consisting of different

⁶ Aide-memoire on Government Measures and Messages to Maintain the Masses at the Local Level during COVID-19 by Central Committee of Mass Movements, August 2020

⁷ MICE tourism is a type of tourism based on conferences and meetings events (MICE).

skills such as entrepreneurship in tourism sector, effective work performance with colleagues and customers, hospitality and courtesy, and improving services quality for hotels and restaurants services, and (2). Refreshment training system, online tour guide skills. (www.cambodia-touristguide.com).

Therefore, in the first strategy, which is the New Normal phase, **ten strategic actions will be implemented**, including:

1. Implement Economic-supported Measures to reduce the impacts on the tourism industry
2. Obtain accurate data on the impacts of the COVID-19 on the tourism economy during and post COVID-19 crisis
3. Provide the support to tourism Small and Medium Enterprises (SMEs)
4. Re-consolidate the tourism value chain towards sustainable development and use of local products through “the Establishment of Synergy between Tourism, Agriculture, Handicraft and Souvenirs, and Creative Industry”
5. Promote the implementation and dissemination of Tourism Safety Measures “the New Normal of Tourism and Travel Industry” under the “Safe Travel” campaign
6. Promote the use of digital technology in tourism industry to strengthen management efficiency, expanding the scope of promotion and increase the productivity of tourism services
7. Encourage national ownership to support tourism recovery process by using tourism industry’s talents and existing resources
8. Organize potential Startup Competitions in tourism sector
9. Ensure the readiness of tourism skilled workforce towards recovery phase (by strengthening their professional skills and capacities)
10. Study to prepare the Stimulus fund for Cambodia’s tourism sector

b. Strategy 2: Promote Domestic Tourism and Prepare to Welcome International Tourists: “Special Tourists under healthcare surveillance and management”

In addition to ensuring the survival of the tourism business and work, there is a need to think about pushing the possible demand at this stage. Therefore, this second strategy is divided into **Two Main Parts**, including:

Part 1). “Domestic Tourism” Promotional Campaign

1. Establish mechanisms to facilitate tourism activities and domestic tourism (in New Normal phase) based on the survey results of the Cambodian Center 4.0⁸ *“Most people still have a high demand for traveling across the country, especially when the situation of COVID-19 seems to be at ease. In this sense, we should prepare new and diversified tour packages to destinations that are immensely popular and attractive, especially for youth market which is/may be the fastest growing tourism market”*
2. Promote destinations and tourism resorts via digital marketing campaigns
3. Develop physical infrastructures (Roads are privilege) and including water, electricity, sewerage, and environmental management (especially garbage) to promote domestic tourism and prepare for the recovery of sustainable tourism in Cambodia

Part 2). Be ready to welcome International Tourists (Regional Level)

⁸ Survey Results of “Impact of Global Pandemic COVID-19 on Technology and Socio-Economic Sectors”

1. Communicate the **“Cambodia is Waiting for You” message** and ensure specific and sufficient information regarding Travel Restrictions
2. Promote Cambodia as a Safe Tourist Destination: Creating a consistent communication strategies and precise mechanisms to build trust and confidence from Tourists. In this point, the campaign must be promoted vigorously from the end of the first phase (2021) to seize the opportunity, since recently the world evaluated and ranked Cambodia as **Number 1 in the world (Out of 166 countries) “as nations with the best COVID-19 containment and impact management”**⁹
3. Organize campaigns to place Cambodia as **“a Clean, Green and Safety Tourist Destination”** and continue to promote **Competitive Movement “Clean City, Clean Resort, Good Service and Good Hospitality”** because soon **“Cleanliness”** will become a New Normal for tourism after the COVID-19 crisis
4. Study and set up mechanisms to welcome **One Way and Closed-Loop Chartered Planes/Travel Bubble/Safe Travel Pass** with ASEAN and ASEAN+3 countries (China, Japan, South Korea, Thailand, Vietnam, Singapore)
5. Study and organize Self-driving Tours with neighboring countries
6. Strengthen international cooperation towards the recovery of tourism and attract Special Tourists (Quality Tourists) under management by creating Special Tourist Visa or policies for foreign tourists coming to Cambodia for a long time
7. Identify and study to develop new tourism products that Cambodia has potential after the COVID-19 crisis.

c. Strategy 3: Develop Tourism Governance Mechanisms:

In this third strategy, the roadmap proposes **Three Main Parts** to reinforce tourism governance, including:

Part 1). Study and develop tourism governance mechanism (National Level)

1. Strengthen responsive structure for the Post-COVID-19

Part 2). Reinforce Tourism Governance at Provinces-Cities

1. Create Destination Management Organizations (DMOs) at Provinces-Cities and major tourist destinations

Part 3). Reinforce Tourism Governance at the Tourism Operator Level

1. Plan to improve the quality of good tourism products linked to safety and good experience at various tourism resorts

⁹ According to the report by **Le Bureau de Prospective Economique (BPE) of Senegal**, on 20th December 2020

SUMMARIZED ACTION PLAN OF PHASE 1: CRISIS MANAGEMENT IN THE NEW NORMAL AND RECOVERY PLAN (2020 - 2021)

Strategy	1.1. Economic Aid for Private Sector and Employment in the tourism	1.2. Promote Domestic Tourism and Prepare to Welcome International Tourists: “Special Tourists under Healthcare Surveillance and Management”	1.3. Develop Tourism Governance Mechanisms
Phase 1 (Resilience and Restart) (2020-2021)	1.1.1 Implement Economic-supported Measures to reduce the impacts on the tourism industry	1.2.1 “Domestic Tourism” Promotional Campaign	1.3.1 Study and develop tourism governance mechanism (National Level)
	1.1.2 Obtain accurate data on the impacts of the COVID-19 on the tourism economy during and post COVID-19 crisis	1.2.1.1 Establish mechanisms to facilitate tourism activities and domestic tourism (in New Normal phase)	1.3.1.1 Strengthen responsive structure for the Post-COVID-19
	1.1.3 Provide the support to tourism Small and Medium Enterprises (SMEs)	1.2.1.2 Promote destinations and tourism resorts via digital marketing campaigns	1.3.2 Reinforce Tourism Governance at Provinces-Cities
	1.1.4 Re-consolidate the tourism value chain towards sustainable development and use of local products through “the Establishment of Synergy between Tourism, Agriculture, Handicraft and Souvenirs, and Creative Industry”	1.2.1.3 Develop physical infrastructures (Roads are privilege) and including water, electricity, sewerage, and environmental management (especially garbage) to promote domestic tourism and prepare for the recovery of sustainable tourism in Cambodia	1.3.2.1 Create Destination Management Organizations (DMOs) at Provinces-Cities and major tourist destinations
	1.1.5 Promote the implementation and dissemination of Tourism Safety Measures “the New Normal of Tourism and Travel Industry” under the “Safe Travel” campaign	1.2.2 Be ready to welcome International Tourists (Regional Level)	1.3.3 Reinforce Tourism Governance at the Tourism Operator Level
	1.1.6 Promote the use of digital technology in tourism industry to strengthen management efficiency, expanding the scope of promotion and increase the productivity of tourism services	1.2.2.1 Communicate the “Cambodia is Waiting for You” message and ensure specific and sufficient information regarding Travel Restrictions	1.3.3.1 Plan to improve the quality of good tourism products linked to safety and good experience at various tourism resorts
	1.1.7 Encourage national ownership to support tourism recovery process by using tourism industry’s talents and existing resources	1.2.2.2 Promote Cambodia as a Safe Tourist Destination: Creating a consistent communication strategies and precise mechanisms to build trust and confidence from Tourists	
	1.1.8 Organize potential Startup Competitions in tourism sector	1.2.2.3 Organize campaigns to place Cambodia as “a Clean, Green and Safety Tourist Destination”	
	1.1.9 Ensure the readiness of tourism skilled workforce towards recovery phase (by strengthening their professional skills and capacities)	1.2.2.4 Study and set up mechanisms to welcome One Way and Closed-Loop Chartered Planes/Travel Bubble/Safe Travel Pass with ASEAN and ASEAN+3 countries (China, Japan, South Korea, Thailand, Vietnam, Singapore)	
	1.1.10 Study to prepare the Stimulus fund for Cambodia’s tourism sector	1.2.2.5 Study and organize Self-driving Tours with neighboring countries	
		1.2.2.6 Strengthen international cooperation towards the recovery of tourism and attract Special Tourists (Quality Tourists) under management by creating Special Tourist Visa or policies for foreign tourists coming to Cambodia for a long time	

DETAILED ACTION PLAN OF PHASE 1: CRISIS MANAGEMENT IN THE NEW NORMAL AND RECOVERY PLAN (2020 - 2021)

Action Plan for Recovery of Cambodia Tourism During and Post-COVID-19				
No.	Strategic Actions	Detailed Strategic Actions	Rationale/Background	Responsible
Phase 1: Crisis Management in the New Normal and Recovery Plan (2020-2021)				
1.1. Economic Aid for Private Sector and Employment in the Tourism				
1.1.1	Implement Economic-supported Measures to reduce the impacts on the tourism industry	- Study and prepare economic support measures to support tourism sector during the COVID-19 crisis - In the present, the Royal Government's Stimulus Package in line with the actual situation to protect the Cambodia's tourism industry and employment in the tourism sector - Prepare an Intervention Package for the most affected areas, such as Siem Reap province	The Royal Government of Cambodia has set out economic support measures to support the tourism industry and employment in the tourism under the situation of COVID-19 crisis (6 rounds completed). In particular, Siem Reap province, which is being severely affected, around 80% of the population receive economic benefits from tourism sector. Some businesses in the tourism have been closed and unemployment rate in the sector has also increased. There needs to be a number of key economic measures in place to support tourism businesses and trades that benefit from the tourism economy. Tourism operators do not expect any ticket booking until the High Season in 2021. The ticket booking is expected to be no more than 30% to 40% compared to high season before the COVID-19 crisis. The tax exemption for tourism businesses (Tax Holiday) should be extended at least until the mid of 2021. Informal economy and low-paid workers could also be severely	- Ministry of Economy and Finance - Ministry of Tourism - Ministry of Labour and Vocational Training

			affected if the COVID-19 crisis continues. In this case, the financial support package should be studied and implemented to help the most vulnerable people (in fact, The Royal Government of Cambodia has now adopted a “Cash Subsidy Program for Poor and Vulnerable Families during the COVID-19” for 560,000 poor people who have equity cards (Poor-1 and Poor-2).	
1.1.2	Obtain accurate data on the impacts of the COVID-19 on the tourism economy during and post-COVID-19 crisis	• Collect specific information on the impact on Cambodia’s tourism economy: - Conduct surveys and must study the financial impact on the tourism industry and value chain in the tourism - Prepare necessary additional studies related to the relationship between tourism sector and the COVID-19 crisis - Must have a report on the impact of COVID-19 on the tourism economy (monthly) - Develop a regular online data collection system (online and offline and impact reporting system on supply and demand in the tourism sector) • Establish a Tourism Observatory Center and Tourism Satellite Account	In order to set out the most appropriate measures, accurate data is very important. Many organizations, both governmental and international community had conducted survey examining the impact of the COVID-19 on different sectors of the entire national economy. These should be thoroughly analysed by economic and tourism analysts for the Ministry of Tourism. Due to the condition and influence of the COVID-19 has remarkably made significant progress and until now there is no any institution or party who are able to analyse when the COVID-19 could be ended, which requires cooperation between the tourism industry association and relevant ministries-institutions to regularly monitor and study the impact and influence of the COVID-19 on tourism sector. In the long run, it is necessary to equip the Ministry of Tourism with the infrastructure and means to collect	- Ministry of Tourism - Tourism Industry Association

			accurate data and be able to assess the impact on socio-economic in the tourism. Therefore, it is considered establishing Tourism Satellite Account as soon as possible to control and analyse tourism-related data.	
1.1.3	Provide the support to tourism Small and Medium Enterprises (SMEs)	• Transfer the competence to the Ministry of Public Works and Transport, which is the only institution in issuing tourist transport licenses. • In cooperation with the Ministry of Health in integrating the issuance of restaurant business licenses and hygiene certificates of the restaurants and canteens into online platform of CamDX • Facilitate the issuance of different kinds of tourism licenses to a single applicant from the same location through online platform of CamDX • Amend relevant laws and provisions to revise the tourism business classification system for SMEs from a requirement to a voluntary condition • Must clearly review the needs and scope of Small and Medium-Sized Enterprises in the tourism as well as other enterprises involved in the value chain in tourism. • Provide support to (SME) in the tourism, receive support from the current government budget/fund, which includes: The Royal Government has a total budget of US\$500 million, including: - Credit Guarantee Fund is US\$200 million that the government will set up an entity with participation from partner banks to form a credit	Small and Medium-Sized Enterprises in Tourism sector is a strong part of the tourism economy in Cambodia, but it is also one of the most vulnerable parts due to the crisis. This includes social enterprises that support many small community enterprises. The COVID-19 crisis has outlined the importance and role of tourism sector in the Cambodia's economy, which requires further consideration of the value chain in tourism sector. A study of the value chain of capacity building programs in the tourism under financing project of capacity building project of the French Agency for Development (AFD) can provide more understanding about synergy between agriculture, handicrafts and tourism, as well as strengthen the structure of Cambodia's tourism industry in response to COVID-19. Small and Medium-Sized Enterprises in the tourism significantly involved in the tourism productions chain. Small and medium enterprises (SMEs) have high potential to promote Cambodia and can provide a warm welcome with a real smile to tourists in	- Ministry of Tourism - National Tourism Development Committee - Ministry of Industry, Science, Technology and Innovation

		secure corporation for small and Medium-Sized Enterprises (SMEs) owners who do not have collateral to borrow money from the bank, and the credit guarantee institution is the guarantor on behalf of business owner who borrowed money. - Financial Facility: The next step that the Royal Government has considered in the fourth round of measures that will provide additional US\$300 million to provide credit to Small and Medium-Sized Enterprises (SMEs) owners in various sectors, including tourism sector that needs credit to be used to help recover economy and move forward in the post-COVID-19 crisis. This work, the Ministry of Economy and Finance is developing a mechanism and will be enforced soon.	line with the slogan “Cambodia is a small country with a big heart”.	
		• Provide economic support to ensure and maintain flagship tourism businesses or projects: The Ministry of Tourism has to work with relevant ministries-institutions to provide economic intervention in case of necessity to prevent and maintain a type of local business or tourism project (Flagship Tourism) not to collapse during the COVID-19 (such as tax deduction and exemption, electricity, water, location rental or interest rate).	Cambodia's tourism image comes from tourists and media who obtain different experience and share with the world. Some experience was also gained from local tourism products. An important example is Artisans'd Angkor, a leading social enterprise and an important part of providing services to tourists in Siem Reap province. Artisans'd Angkor is a large local enterprise in Siem Reap province and the closure of this enterprise will affect many communities. Artisans'd Angkor is an attractive place for international tourists. Therefore, in case of necessity	

			it is necessary to support this type of project or enterprise (Flagship Tourism) to get through the crisis of COVID-19 and be ready for recovery.	
1.1.4	Re-consolidate the tourism value chain towards sustainable development and use of local products through “the Establishment of Synergy between Tourism, Agriculture, Handicraft and Souvenirs, and Creative Industry”	• Identify potential partners who are the main actors in this project (rural communities, NGOs, etc.) • Establish intermediaries to coordinate and facilitate between tourism operators and local producers • Create a network of outstanding craftsmen and farmers who received green and creative tourism labels • Create a local product using label (heritage) that is recognized by national and international institutions as well as promoting this brand (heritage) even more • Strengthen the Green Belt Project in major tourist destinations (Phnom Penh, Siem Reap and Preah Sihanouk provinces) • Establish a platform to meet the needs of the tourism industry and the supply of local products • Encourage tourism operators to use local products through “Samdech Techo Prime Minister Tourism Eco-Business Award “ (Special award) for tourism operators who are outstanding in using local products	Cambodia’s tourism has been playing an important role in promoting local economic development and reducing poverty effectively. Meanwhile, taking advantage of the socio-economic from the tourism industry in Siem Reap province are limited, in which people’s economy has economic fragility of around 25%-30%. On the contrary, Cambodia has high potential in agriculture, which can strongly supply tourism industry, but requires compliance with quality standards and norms of tourism industry, etc.	- Ministry of Tourism - Ministry of Agriculture, Forestry and Fisheries - Ministry of Industry, Science, Technology and Innovation - Development partners
1.1.5	Promote the implementation and dissemination of Tourism	• Promote the implementation: - Promote the implementation of	Ensure consistent implementation of safety measures for	- Ministry of Tourism

	Safety Measures “the New Normal of Tourism and Travel Industry” under the “Safe Travel” campaign	Tourism Safety Measures (Step 1): ❖ Tourism Resorts ❖ Tourism Communities ❖ Restaurants and Tourism Canteens ❖ Hotels and Tourism Accommodation Services ❖ Waterway Tourism Transportation ❖ Road Tourism Transportation ❖ Local tourism operators ❖ Tourist guides - Continue to develop Tourism Safety Measures (Step 2): ❖ Tourism Sports ❖ Adult tourism entertainment center services ❖ Spa and massage services ❖ MICE and meeting room services ❖ Tour event services ❖ Tourism operators - Develop Tourism Safety Measures in major tourist destinations and world heritage sites, especially the Angkor Area, in connection with the management of tourist flows, install essential equipment or safety means, and train staff and tourism agents in response to measures to prevent the spread of COVID-19 in Angkor Area	tourism industry to maintain hygiene and build confidence of tourists, require the implementation of all aspects in accordance with the safety instruction of the Ministry of Health. Traveling in New Normal, tourists mainly focus on assessing safety of the destination. The enforcement of the National Tourism Safety Measures will be a strong factor in restoring the confidence of tourists and ensuring safety for all tourists and stakeholders in accordance with a slogan “Your safety is our safety.” “Your safety is our obligation.” Consideration in developing safety measures in the Angkor Area is a priority activity for Cambodia’s tourism because Angkor Area is a Cambodia's main tourist destinations. Accordingly, we should consider in preparing of Standard Operating Procedures (SOPs), safety measures in Angkor Area, along with the facilitation of tourist flow management, installation of some necessary equipment or safety means (alcohol, temperature guns,) and training of staff, and travel agents in response to the Tourism Safety Measures to prevent the outbreak of COVID-19 in the Angkor Area.	- National Committee for Clean City Evaluation - Ministry of Health - Municipal-Provincial Administrations - Private Sector - Apsara National Authority - Angkor Institution - Ministry of Health
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		- Promote the implementation of safety measures at the sub-national level; municipalities/Khans/Sangkats/communes at Provinces-Cities	Successful implementation of Tourism Safety Measures requires the involvement of sub-national administrations and relevant ministries-institutions. Therefore, there must be a competition campaign in Provinces-Cities/Khans/Sangkats that are outstanding in implementing Tourism Safety Measures	- Ministry of Tourism - National Committee for Clean City Evaluation - Municipal-Provincial Administrations
		- Strengthen the effectiveness of “Safe Travel” campaign implementation	The use of technology through the “Tourism Accommodation Registration System” available at www.accommodationregistrar.net and the management of tourists data through Telegram BOT system in tourism industry will contribute to the provision of information on the accommodation of tourists or the presence of tourists at tourism business bases. This information will be convenient for competent authorities in taking measures to prevent the COVID-19 crisis (finding and identification of suspected tourists, etc.)	- Ministry of Tourism - Municipal-Provincial Administrations - Private Sector
		• Promote the dissemination: - Organize awareness programs on Tourism Safety Measures on Fresh News and social media., etc. - Promote the implementation and awareness of safety and hygiene measures for employees in workplaces to protect themselves from the COVID-19 as well as to prevent transmission to the community: ❖ Develop a campaign to raise awareness of safety and hygiene	In the early stage of the COVID-19 crisis, the Ministry of Health and the Ministry of Tourism had developed several public awareness campaigns and messages to people, tourists and the public. However, in order to ensure long-term effectiveness, it is needed to train and form focal person from this campaign, “One business base, at least one focal person”, while tourists have to follow the Code of Conduct on “Tourism	- Ministry of Tourism - Ministry of Information -Municipal-Provincial Administrations - Private Sector - Union of Youth Federations of Cambodia (UYFC)

		measures in the tourism workplaces (in Khmer and English languages) ❖ Develop a campaign to raise awareness of safety and hygiene measures to tourists about safe behavior (Do's and Don'ts), along with the development of a Code of Conduct on “Tourism Safety Measures” for each tourism business.	Safety Measures” at the business bases.	
1.1.6	Promote the use of digital technology in tourism industry to strengthen management efficiency, expanding the scope of promotion and increase the productivity of tourism services	• Use technology to promote products and tourism services (Digital Marketing) • Promote the use of technology and innovation (Creative & Innovative) • Promote digital literacy training for staff in the tourism sector to increase productivity in tourism industry	In the context of the Digital Economy, the role of digital technology in tourism sector, known as: “Smart Tourism” meets the needs of Personalized/Customized/On-demand (Real-time) driving product promotion and tourism services to reach the target market quickly and reach all levels at a decent price, as well as increase higher productivity through the use of technology or the use of creative and innovative tourism products (Creative and Innovative).	- Ministry of Tourism - Ministry of Posts and Telecommunications - Ministry of Industry, Science, Technology and Innovation - Techo Startup Center - Cambodia 4.0 Center
1.1.7	Encourage national ownership to support tourism recovery process by using tourism industry's talents and existing resources	• Create national competitions and campaigns to promote creativity and innovation to support tourism recovery	During the COVID-19 crisis, the talent and intellectuals can use their knowledge and experience to create creative and innovative activities /programs to support tourism recovery. This resource can be used to help develop relevant activities to support tourism recovery and long-term development of Cambodia's tourism. A national competition should be established (can use the sample of World Tourism Organization's program-UNWTO /Healing Solutions for Tourism) and	- Ministry of Tourism - Cambodia 4.0 Center - Techo Startup Center - Khmer enterprises

			given the opportunity to use this resource to provide Cambodian talent's participation mechanism in finding solutions for Cambodia's tourism recovery and promotion.	
1.1.8	Organize potential Startup Competitions in tourism sector	• Encourage competent and creative persons in the recovery of Cambodia's tourism in the post-COVID-19 crisis, establish national competitions and campaigns to promote innovation in recovery, including: – “Startups” competition in Khmer food – “Startups” competition in Tourism Communities/Ecotourism/Rural Tourism – “Startups” competition in good hospitality, etc.	During the COVID-19 crisis, which severely affected the business chain in the tourism, it became necessary to establish creative and innovation through the creation and cultivation of new businesses (Startups) in tourism sector or important parts of Cambodia's tourism sector.	Ministry of Tourism
1.1.9	Ensure the readiness of tourism skilled workforce towards recovery phase (by strengthening their vocational skills and capacities)	• Organize training programs for workers-staff who have lost their jobs in the tourism sector (staff in hotels, guesthouses and tourism agencies) by arranging re-skilling or upskilling training courses. • Build capacity of existing staff to improve services quality and be ready to promote Cambodia as a high-quality tourist destination in the post-COVID-19 crisis.	The impact on economy has led to the closure of some tourism businesses. Even the temporarily closed tourism business has laid off its staff. The loss of human resources who are skilful in tourism and hospitality is a big risk when tourism resumes. Government, employees and NGOs invested heavily in training before the COVID-19 crisis. Even staff who are skilful in customer service and international languages will change to work in other sector (besides tourism) and when those employees have a good job, they will not return to work in the tourism. Ensuring the availability of	- Ministry of Tourism - Ministry of Labour and Vocational Training

			human resources is very important. Therefore, tourism vocational skills training and capacity building measures have been continuously mentioned in the relief measures of The Royal Government of Cambodia (all 6 rounds) and the Ministry of Tourism also adopted an online tourism vocational skills training (E-Learning).	
1.1.10	Study to prepare the Stimulus fund for Cambodia's tourism sector	• Create a Support Fund to promote tourism sector in the post-COVID-19 crisis • Mobilize participation from partners	The process of promoting tourism recovery will require a significant amount of public/private investment. Participation from private sector in Cambodia is still limited. The recovery period will require resources to support tourism market study and promotion activities, promoting product development, supporting necessary training programs, and adopting campaigns aimed at increasing tourists' trust in the safety of Cambodia's tourist destinations, organizing and participating in national and international tourism events, and encouraging local tourism. Therefore, it is necessary to study and establish a Cambodia's tourism Promotion Fund for phase 2 and 3 of this roadmap or use the existing fund for tourism sector handled by the Ministry of Economy and Finance. This measure is also in compliance with the policy measures of other countries that have been implemented. For example, Hong Kong has provided financial support of US\$51	- Ministry of Tourism - Ministry of Economy and Finance - National Tourism Development Committee - Development partners

			million to support tourism marketing and promotion activities, and Japan has also committed to create a fund of US\$12 billion to boost domestic tourism sector. Egypt has also announced a US\$8 billion of restoring package, and US\$3.8 billion are directly reserved for tourism industry and will be used to rescue and keep hotels and restaurants industry functioning in the time of crisis during the recovery phase.	
1.2. Promote Domestic Tourism and Prepare to Welcome International Tourists: “Special Tourists under Healthcare Surveillance and Management”				
1.2.1 “Domestic Tourism” Promotional Campaign				
1.2.1.1	Establish mechanisms to facilitate tourism activities and domestic tourism (in New Normal phase)	• Organize safe tourism resorts and destinations to receive local tourists • Encourage and promote local tourism activities, such as discount programs and discount coupons (reasonable tour tickets price for professors, students, workers, along with Study Trip/Voyage d'étude package) • Study and create tour encouragement program for civil servants (Example: Check de Vacances, Check-Restaurant) • Develop a national level of appreciation letter/certificate for tourism business bases involved in the implementation of discount mechanism or encouraging domestic tourism	In the period of tourism recovery, the internal tourism movement and domestic tourism will have a strong influence in supporting the Cambodian economy-society. Domestic and international tourists living in Cambodia are expected to be the first source of tourism market who travel again and increase the demand. The Ministry of Tourism has a disseminating plan for this tourism market and organizing any encouragement that will boost domestic travel and domestic tourism, as well as encouraging longer accommodation. The setting up plan can include competitive pricing strategies, special promotions or traveling encouragement. Other countries have responded to this need by introducing state-sponsored tourism pass. For example, in Romania, it has provided	- Ministry of Tourism - Ministry of Labour and Vocational Training - Private Sector

			tourism pass to all state education staff and physicians. Additional spending through tourism pass has significantly contributed to the national economy. Japan is committed to implementing this approach by offering discounts and coupons for using in buying tourism services/local tourism activities. In the period of tourism recovery, the internal tourism movement and domestic tourism will have a strong influence in supporting the Cambodian economy-society. National and international tourists living in Cambodia are expected to be the first source of tourism market who travel again and increase the demand. For Cambodia during the COVID-19 crisis, the Ministry of Tourism in cooperation with relevant institutions and private sector in preparing encouragement card and/or creating study tour programs or tourism pass with reasonable price under the slogan “Everyone Can Go”, that is, at least once a year.	
1.2.1.2	Promote destinations and tourism resorts via digital marketing campaigns	• Strengthen the provision of information at Provinces-Cities Tourist Information Center • Compete for the best tourism image at Provinces-Cities • Compete for the most popular and satisfied resorts by local tourists	Currently, technology improvement has rapidly changed the tourism promotion form in the world. Based on the evolution of the Industrial Revolution 4.0, modern tourism promotion activities are more comprehensive and faster than before, requiring local tourism promotion to be inserted digital advertising through	- Ministry of Tourism - Ministry of Posts and Telecommunications - Ministry of Information - Tourism Marketing and Promotion Board

			social media, such as: Facebook page of the Ministry of Tourism and to increase local tourism promotion in digital media (Website & App) “Visit Cambodia”. In addition, it has to be increased educational activities and awareness and public relations (PR) even more.	
1.2.1.3	Develop physical infrastructures (Roads are privilege) and including water, electricity, sewerage, and environmental management (especially garbage) to promote domestic tourism and prepare for the recovery of sustainable tourism in Cambodia	• Identify physical infrastructure projects related to tourism sector • Promote infrastructure construction of road, water, electricity and telecommunication network for local tourist destinations (currently, the Royal Government has been implementing this project, including the construction of 34 city roads in Preah Sihanouk province, which is scheduled to be completed at the end of 2020 and 38 roads constructing project in Siem Reap Town, Siem Reap province, officially announced by Samdech Techo HUN SEN, Prime Minister of the Kingdom of Cambodia at the plenary sessions of the Council of Ministers on 04 September 2020. The construction project will begin in 2020 and may be completed by the end of 2021. • Increase tourism investment in some of the major tourism facilities that are attractive for domestic and international tourists (for example, Chong Khneas Tourism Port, Kulen and Koh Rong Resorts Improvement) • Build road infrastructure connecting to attractive cultural or natural tourism resorts and have to renovate the roads connecting tourist destinations (in case of	At the same time of the national economy is suffering from the COVID-19, investment in the development of physical infrastructure condition will support the improvement of the attractiveness of tourist destinations and at the same time, it can also help other affected sectors such as construction. With the supply of transport equipment and normal work, etc., this will support the recovery of those sectors and will provide the benefits of a positive financial influence into the national economy. Example: In the Great Depression of the 1930s, there was a tourism investment in the establishment of the United States National Parks (using a food providing program for labor force to unemployed youth in this project) In major tourism sites such as Siem Reap province, it is a good time to invest in improving urban areas and especially roads that are currently in a state of disrepair, which will provide an opportunity to be ready to welcome tourists in the post-COVID-19 crisis.	- Ministry of Tourism - Ministry Public Works and Transportation - Ministry of Posts and Telecommunications - Water Supply Authority - EDC - Private Sector

		damage due to flood in 2020)		
1.2.2 Be Ready to Welcome International Tourists (Regional Level)				
1.2.2.1	Communicate the “ Cambodia is Waiting for You ” message and ensure specific and sufficient information regarding Travel Restrictions	• Create a “message” campaign to use on social media to disseminate the message of “Cambodia is waiting for you” • Create clear and reliable messages and information about safety measures, restrictions and current situation of the traveling of tourists into Cambodia that are easy to access and reliable (using of Website + App Kingdom of Wonder)	The COVID-19 has changed the pattern of global travel. Confidence in traveling will be low during this crisis. While travel restrictions in some countries have been put in place, it has had a negative influence the linkage of key tourism market sources. The organization of the “message” and PR campaign is important for tourism recovery in a short term, as there are American, German, French, Spanish and Italian/European living in many areas as well as Hong Kong, Singapore and Bangkok that can help in tourism recovery by a holiday trip to Cambodia. At the same time, preparing to grab the ASEAN + 3 tourism market also requires the message “Cambodia is waiting for you”. Restriction and requirements for safe travel should apply to all entrants regardless of origin (adhering to the principle of non-discrimination). In promoting the recovery, clarity and ease of access to information will be important in influencing on the decision of tourists in future. Ensuring that travel restriction information is accessible, consistent and reliable. This information should be shared with private sector and users through other communication network.	- Ministry of Tourism - Tourism Marketing and Promotion Board

1.2.2.2	Promote Cambodia as a Safe Tourist Destination: Creating a consistent communication strategies and precise mechanisms to build trust and confidence from Tourists	• Develop a communication strategy to promote Cambodia with the positive message “Cambodia is a leading safe tourist destination”, in which, Cambodia leads ASEAN in the work of setting the standard “ASEAN Tourism Safety” • Establish a specialized tourism relations (PR) team in the Ministry of Tourism • Disseminate messages about the response to COVID-19 and the situation related to national and international tourism (for example, the implementation of safety measures) • Create a short marketing video for international social media showing that Cambodia has been very successful in fighting against the COVID-19 with low cases and no deaths, which is a message that Cambodia is a safe tourist destination.	Currently, the Royal Government of Cambodia's publicity regarding the COVID-19 is being conducted internally (mostly in Khmer language only), which is a weakness in international promotion. Therefore, in response to this crisis, it is considered creating a proactive mechanism for sharing many positive stories in Cambodia, stories that can reflect the strength of the Kingdom of Wonder and increase the attractiveness of Cambodia’s tourism. In this sense, Cambodia has achieved good results with a low number of COVID-19 infections, and so far, no deaths from the disease in Cambodia and it is a positive point. These positive factors must increase international awareness to create the image of “Cambodia is a safe tourist destination.” Actually, the world is living with the threat of COVID-19 and the risk of infection is at any time, so low-risk tourist destinations will become more attractive. Hence, providing “true and physical information” is very important to tourists in line with the concept of “Building trust is easy to lose, but difficult to rebuild”. “At the same time, it is needed to establish a public relations team that specializes in managing and disseminating messages through national and international medias.	- Ministry of Tourism - Tourism Marketing and Promotion Board
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1.2.2.3	Organize campaigns to place Cambodia as “a Clean, Green and Safety Tourist Destination”	• Prioritize cleaning programs in major tourist destinations and develop a campaign of “Clean Resort, No Plastic Bags Waste” and “Clean Resort, Clean Bathrooms” • Apply the principle of no using plastic bags in big tourism sites (Angkor Heritage Site, Koh Rong, etc.) • Strengthen solid waste management in urban areas ensuring a clean walking pathway • Organize a “Clean District” campaign, especially the districts that are in the main tourism visiting routes of the Kingdom of Cambodia • Review clean cities initiative in a new context • Adopt the “Cambodia Clean Up” campaign (one province is obliged to clean Cambodia at least once a month) • Continue to implement the campaign of “One Tourist, One Tree” • Strengthen sanitation campaign in tourism business bases • Strengthen the implementation of green standards in the tourism industry • Strengthen “Food Safety” campaign in hotels, restaurants, tourism canteens and tourism resorts • Strengthen the provision of service with good hospitality and warmth to tourists • Cleanliness become a new habit in the post-COVID-19. So, it is proposed to continue to trigger the competition. “Clean City, Clean Resort, Good Service and Best Hospitality”	Must continue to improve solid waste management across the country, which is essential for the perception and reality of Cambodia as a safe and clean destination, along with the support for the well-being of the people. Previous criticism on Cambodia, which has created a negative perception, is the amount of garbage at main locations, especially the dumping of plastic in front of Angkor Wat. The current decline in the number of tourists visiting and entertaining is an opportunity to clean up the entertainment facilities and improve the location. Phnom Penh is improving in waste collection after there was a change in last year’s policy (waste management by the Phnom Penh Waste Management Authority). Additional investment should be made, including the installation of trash bins to reduce the disposing of garbage on the sidewalk and strengthen the cleaning mechanism., etc. The enforcement of non-plastic mechanisms in the Angkor Area and other major tourism sites should be continued, but the attention must be taken to ensure that the solution meets the requirements of increasing hygiene and suitability to gain the trust of tourists. The Clean City Initiative of	- Ministry of Tourism - National Committee for Clean City Assessment - Relevant ministries-institutions - Municipal-Provincial Administrations
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			the Ministry of Tourism can be jointly strengthened and implemented to increase the efficiency and reduce negative environmental impacts. Continuing to promote the Third Clean City Competition Movement, the Second Good Hospitality Competition in the tourism movement, the Third Clean Toilet Competition Movement and the Fourth Echo-Business Competition in the tourism.	
1.2.2.4	Study and set up mechanisms to welcome One Way and Closed-Loop Chartered Planes/Travel Bubble/Safe Travel Pass with ASEAN and ASEAN+3 countries (China, Japan, South Korea, Thailand, Vietnam, Singapore)	- Prepare tourism package documents (SoP) in the type of One way and Closed-Loop Chartered Planes/Travel Bubble/Safe Travel Pass - Establish an inter-ministerial working group to implement this project - Enter into agreements between Cambodia and other countries in the region - Organize a Fast Track Lane at airports and international checkpoints - Zone for One way and Closed-Loop Chartered Planes / Travel Bubble / Safe Travel Pass - Establish a tour package management system in the project of One way and Closed-Loop Chartered Planes / Travel Bubble / Safe Travel Pass - Create a Website and APP for One way and Closed-Loop Chartered Planes / Travel Bubble / Safe Travel Pass to facilitate the travelling of foreign travellers (regional and ASEAN +3 tourists) in registering and receiving	One way and Closed-Loop Chartered Planes / Travel Bubble / Safe Travel Pass is a form of travel where tourists are selected from any country that does not have a case of the COVID-19 or that can control the situation of the virus and can travel freely to another country with the same situation. Countries that agree to implement these projects (either bilateral or tripartite) must open their borders to another country by maintaining border closures or restriction measures for other countries outside the project. The agreement of this project is made between neighboring countries or nearby countries in the region, emphasizing the strength of each country's government in controlling and combating the COVID-19 outbreak along the borders of each country.	- Ministry of Tourism - Ministry of Foreign Affairs and International Cooperation - Ministry of Health - General Department of Immigration - Private Sector

		information on requirements before arriving in Cambodia		
1.2.2.5	Study and organize Self-driving Tours with neighboring countries	- Prepare SoP documents on Self-driving Tours - Study and set up a Tourist Assistant Center at the international inland border checkpoints.	Nowadays, tourists like to travel on the streets, along with the tourism entertainment on the streets, tourists can take photos and take a visit the resort areas in the destinations joyfully. Therefore, the roadmap is proposed to enable the travel for tourists from neighboring countries, especially by road to tourists from ASEAN countries by facilitating the use of vehicles in and out of the Kingdom of Cambodia more easily, together with the facilitation of travel visas using Border Pass and be able to drive by themselves.	- Travel and Tourism Transportation Facilitation Commission - Ministry of Foreign Affairs and International Cooperation - General Department of Immigration
1.2.2.6	Strengthen international cooperation towards the recovery of tourism and attract Special Tourists (Quality Tourists) under management by creating Special Tourist Visa or policies for foreign tourists coming to Cambodia for a long time	• Establish a coordination mechanism for long-term foreign travelers to Cambodia • Disseminate this special visa widely and internationally • Use digital technology to track the location of tourists (for example, Track App)	The issuance of the Special Tourist Visa will be convenient for all foreign travelers planning to travel to Cambodia for a long time. In fact, Thailand has adopted a special visa policy for ease of tourists who wish to stay longer during the COVID-19 crisis until 30 September 2021. The setting out of this type of visa aims to attract quality tourists (high cost) and long stay, and it is expected be injected in Thai's economy current about US\$380 million per year.	- Ministry of Tourism - Ministry of Economy and Finance - Ministry of Foreign Affairs and International Cooperation - Ministry of Health
1.2.2.7	Identify and study to develop new tourism products that Cambodia has potential in the post-COVID-19 crisis	• Identify new types of tourism products that Cambodia has the potential to receive tourists in the post-COVID-19 crisis • Feasibility study of Support Financing can be made in the form of PPP or Tourism Promotion Fund in the post-	An important task for Cambodia during the COVID-19 epidemic is the identification of Cambodia's tourism "Cambodia: Beyond the Temples". Cambodia's strong and diverse new brand reputation is focused on the	Ministry of Tourism

		COVID-19 crisis	development of four pillars: Khmer People, Cultural Heritage, Cambodia's Bay and Ecotourism. Cambodia has great potential on these four pillars. This campaign will focus on different tourism market sources for Western and Asian tourism markets. Most of Cambodia's potential products already exist and are being used and promoted by the private sector. It is important to review tourism products in line with the four pillars and incorporate them into tourism promotion strategies in the post-COVID-19 crisis. The development of new tourism products is important for tourism recovery, so considering the mechanisms supported by the Cambodia's tourism Promotion Fund in the post-COVID-19 crisis, especially the ecotourism sector, which is very important to increase opportunities for high class/high quality products. We anticipate that in the medium and long term, there will be more demand for this type of tourism products among new tourism market sources, rather than the low-cost backpacker tourism market. While high class tourists are still low, their costs are higher and have a greater influence on the local economy and all tourism productions chains. The main focus for Cambodia's tourism is the development of high quality/value products and	
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			tourism services. So, financial encouragement for tourism products development should be considered in accordance with quality standards or green standards.	
1.3. Develop Tourism Governance Mechanisms				
1.3.1 Study and Develop Tourism Governance Mechanism (National Level)				
1.3.1.1	Strengthen responsive structure in the Post-COVID-19	• Strengthen the partnership between the State-Private Sector (PPP) in tourism development and promotion and strengthen the capacity of the Cambodia Tourism Marketing and Promotion Board • Strengthen the capacity of the Tourism Development Commission at Provinces-Cities • Update the law on “Tourism” • Update the Tourism Development Strategic Plan (2012-2020) to the Tourism Development Strategic Plan (2021-2035) • Develop a strategic plan for the promotion of Cambodia's tourism (2021-20-25) in the post-COVID-19 crisis • Study and develop special policies for the promotion of Cambodia’s tourism in the post-COVID-19 crisis • Amend the Law on Taxation on the sale of duty-free goods to international tourists • Develop Phnom Penh Tourism Development Plan (2021-2035) • Develop a Tourism Development Plan for Cambodia's coastal areas • Feasibility study of the establishment	The Ministry of Tourism should review the update of the law and development plan of Cambodia’s tourism, including the following: 1. Request to update the law on “Tourism” issued by Royal Code No. ⁸⁸ / ⁸⁹ 0609/007, dated 10 June 2009. It has to be included with some additional points such as ecotourism, tourism communities, waterway tourism, human resource development in the tourism, tourism promotion in the form (PPP), etc. 2. Update the Tourism Development Strategic Plan (2012-2020) to Tourism Development Strategic Plan (2021-2035). At the same time, it is necessary to set out a master plan for the development of tourism sites in the area or major tourist destinations. 3. Strengthen the infrastructure and financial capacity of the Cambodia Tourism Marketing and Promotion Board (PPP). 4. Develop a Promotion and Market Study Strategic Plan of Cambodia’s tourism (2021-2025) in the	Ministry of Tourism

		project of the National School for Tourism Vocational Training in Siem Reap province and Mondulkiri province	post-COVID-19: It is very important to develop the Cambodia tourism marketing strategy (2020-2025), which requires the development of effective tourism marketing strategy in compliance with globalization and new global trends to make Cambodia a world-class cultural and nature tourist destination with regional and global competitive advantage. 5. Develop a Tourism Development Master Plan by priority target areas: The Royal Government of Cambodia has identified the main tourist destinations of Cambodia that must be developed in accordance with the strategic goal of identity and potential of its area as follows: (1) Siem Reap and Surrounding areas are: “Cultural Heritage and Historical Tourist destinations and Hub of the Northwestern Areas” (2) Phnom Penh and surrounding areas are : “Finest and High Class Mixed Tourist Destinations” (3) Coastal areas of Cambodia are : “Coastal Tourism and Ecotourist destinations” (4) Northeast areas are “Ecotourism and Adventure Tourist destinations” Therefore, the Royal Government has assigned the Ministry of Tourism to lead the inter-ministerial committee to prepare three master	
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			plans: Siem Reap province (2020-2035), Kep province Tourism Development Master Plan (2020-2035), Mondulhiri province Tourism Development Master Plan (2020-2035). 6. Must develop a Special Tourism Policy, along with the study and establish special tourism sites: To be ready to participate in the tourism recovery in the post-COVID-19 crisis. Special tourism sites should be studied and organized by providing encouragement to the attractiveness of tourism investment, attracting second home tourism, which is a long-stay tourism and a tourists attractive policy (for example, the establishment of special visas for long-stay tourists to visit the area. These special tourism sites will enhance the competitiveness of Cambodia's tourism, seize the opportunity and market share of quality tourism in the post-COVID-19. At this stage, the Ministry of Tourism has to prepare a policy to attract tourists to these particular tourism areas, along with the establishment of laws or royal decrees. 7. Amend the Law on Taxation to facilitate the purchase of goods for tourists (Duty free) in Cambodia in accordance with the spirit of the plenary sessions of the Council of Ministers on 23 October 23 2020.	
1.3.2 Reinforce Tourism Governance at Provinces-Cities				

1.3.2.1	Create Destination Management Organizations (DMOs) at Provinces-Cities and major tourist destinations	• Strengthen the structure of the Municipality-Provinces Tourism Development Commission to become a Tourism Management Unit at Provinces-Cities (except Municipality-Provinces, which is a unique tourist destinations) • Develop management unit mechanism of tourist destinations at Siem Reap, Kep and Mondulhiri in accordance with the respective Tourism Development Master Plan	To “increase competitiveness and ensure sustainability” drawing from tourism development in each priority tourism area. The establishment of Destinations Management Organizations (DMOs) is based on an accurate and specific learning approach Destination Management Organizations (DMOs) was developed to turn into a destination that can provide satisfying entertainment services that are memorable to tourists and ensure sustainability requires consideration of a development involved from all stakeholders (Integrated Approach): state-private sector and local community or development partners.	Ministry of Tourism
1.3.3 Reinforce Tourism Governance at the Tourism Operators Level				
1.3.3.1	Plan to improve the quality of good tourism products linked to safety and good experience at various tourism resorts	• Review management of tourists at major resorts to implement the Tourism Safety Measures connecting with enhancing the good experience • Develop training and build capacity in improving the quality of good experiences for tourists at resorts • When there are no tourists, take the opportunity to improve tourism facilities at each major tourism resorts • Have to organize clean bathrooms at tourism resorts • Ensure permanent hand washing and sanitation facilities at heritage sites and other tourist destinations	Implementing of Social Distancing requires a review of measures to manage tourists in tourist destinations /resorts, especially overcrowding tourism heritage sites. This can include the setting of the number of visitors, time for large groups, changing of ticket prices to strengthen the management of the number of tourists. Need to increase new training to improve service quality standards, especially tourist guides training. During this time, it is very important for the tourism industry to develop more skills for the staff (such as increasing the language skills for the	- Ministry of Tourism - Ministry of Environment - Municipal-Provincial Administrations

			major tourist destinations market, etc.	
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2. PHASE 2: RECOVERY OF TOURISM SECTOR IN CAMBODIA IN THE POST COVID-19 (2022-2023)

Based on the second scenario, the number of tourists will return to normal in 2025. In this sense, the roadmap outlines the following strategies:

a. Strategy 1: Recovery of Economy and Employment in Tourism Sector

In this second phase, **four strategic actions of the first strategy are mentioned**, including:

1. Continue to implement tourism SMEs' supported programs
2. Increase productivity in the tourism industry (by promoting new skills and technologies)
3. Promote the development of tourism vocational skills in new context (Post-COVID-19)
4. Develop ecosystems for the development of Smart Tourism

b. Strategy 2: Recovery of the International Markets (Regional) and Continue to Promote Domestic Tourism

In this second strategy, **nine strategic actions are mentioned**, including:

1. Develop modernized brand to promote “**Cambodia: Beyond the Temples**” under the “**Cambodia: Kingdom of Wonder**” tourism promotion campaign
2. Diversify and develop modernized brand for Cambodia's tourism products
3. Improve the air connectivity of Cambodia
4. Understand the new tourism market trends and tourists' behavior after the COVID-19 crisis
5. Boost the attractiveness of Cambodia as a destination for MICE Tourism, Ecotourism, Gastronomy Tourism, and Adventure Tourism
6. Develop targeted digital marketing and promotion campaigns for key tourism markets
7. Continue to cooperate with the regional tourism markets and in ASEAN and ASEAN+3 Countries to organize Regional “**Safe Travel Corridors**” such as Travel Bubble and Self-Driving Tours
8. Continue to promote domestic tourism movements
9. Increase the attractiveness and promotion of “**Cambodia: Sport Tourist Destination**” through SEA Game 2023 event

c. Strategy 3: Enforce the New Tourism Governance Mechanisms

In this third strategy, **four strategic actions are mentioned**, including:

1. Strengthen the mechanism of Public-Private Partnership (PPP) for Cambodia's tourism marketing and promotion
2. Strengthen the capacity of modern administrations to manage and develop tourism
3. Implement the National Tourism Development Strategic Plan (2021-2035) and the Tourism Development Master Plan for Siem Reap, Kep, Mondulkiri Province
4. Strengthen international cooperation in tourism sector

SUMMARIZED ACTION PLAN OF PHASE 2: RECOVERY OF TOURISM SECTOR IN CAMBODIA IN THE POST COVID-19 (2022-2023)

Strategy	2.1. Recovery of Economy and Employment in Tourism Sector	2.2. Recovery of the International Markets (Regional) and Continue to Promote Domestic Tourism	2.3. Enforce the New Tourism Governance Mechanisms
Phase 2 (Recovery) (2022-2023)	2.1.1 Continue to implement tourism SMEs' supported programs	2.2.1 Develop modernized brand to promote "Cambodia: Beyond the Temples" under the "Cambodia: Kingdom of Wonder" tourism promotion campaign	2.3.1 Strengthen the mechanism of Public-Private Partnership (PPP) for Cambodia's tourism marketing and promotion
	2.1.2 Increase productivity in the tourism industry (by promoting new skills and technologies)	2.2.2 Diversify and develop modernized brand for Cambodia's tourism products	2.3.2 Strengthen the capacity of modern administrations to manage and develop tourism
	2.1.3 Promote the development of tourism vocational skills in new context (Post-COVID-19)	2.2.3 Improve the air connectivity of Cambodia	2.3.3 Implement the National Tourism Development Strategic Plan (2021-2035) and the Tourism Development Master Plan for Siem Reap, Kep, Mondulkiri Province
	2.1.4 Develop ecosystems for the development of Smart Tourism	2.2.4 Understand the new tourism market trends and tourists' behavior after the COVID-19 crisis	2.3.4 Strengthen international cooperation in tourism sector
		2.2.5 Boost the attractiveness of Cambodia as a destination for MICE Tourism, Ecotourism, Gastronomy Tourism, and Adventure Tourism	
		2.2.6 Develop targeted digital marketing and promotion campaigns for key tourism markets	
		2.2.7 Continue to cooperate with the regional tourism markets and in ASEAN and ASEAN+3 Countries to organize Regional "Safe Travel Corridors" such as Travel Bubble and Self-Driving Tours	
		2.2.8 Continue to promote domestic tourism movements	
		2.2.9 Increase the attractiveness and promotion of "Cambodia: Sport Tourist Destination" through SEA Game 2023 event	

Action Plan for Recovery of Cambodia Tourism During and Post-COVID-19				
No.	Strategic Actions	Detailed Strategic Actions	Rationale/Background	Responsible
Phase 2: Recovery and Promotion of Cambodia's Tourism During and Post-COVID-19 Crisis (2022-2023)				
2.1. Recovery of Economy and Employment in Tourism Sector				
2.1.1	Continue to implement tourism SMEs' supported programs	- Continue to support economic protection programs, such as continuing to support encouragement financing for Small and Medium-Sized Tourism Businesses (SMEs) in the tourism if necessary - Continue to review and tax encouragement (TAX) and other encouragement that serve the survival of Small and Medium-Sized Tourism Businesses (SMEs) immediately in the post-COVID-19 crisis	According to an analysis of the survey "Impact of the Spread of the COVID-19 on Tourism Sector in Cambodia", it is shown that businesses related to tourism services are seen to be affected almost 100%. As projected, Cambodia's tourism may need a period of 03-07 years to be returned to normal in the post-COVID-19 crisis. Therefore, in order to ensure the survival of all private sectors and maintain resilience in the economic current, measures should be put in place to support Small and Medium-Sized Tourism Businesses (SMEs) in the tourism sector and encouragement such as ongoing interventions from the Royal Government of Cambodia.	- Ministry of Tourism - Ministry of Economy and Finance - Ministry of Industry, Science, Technology and Innovation - Private Sector
2.1.2	Increase productivity in the tourism industry (by promoting new skills and technologies)	- Facilitate technology transfer that support tourism business productivity enhancement - Encourage research (R&D) and the use of new technologies serving tourism - Strengthen the training on digital literacy and digital skills in the tourism industry	The process of promoting tourism sector to a new context will require significant investment from state, private sector, and development partners. The Royal Government of Cambodia has set out in the Rectangular Strategy-Phase IV of the Sixth Legislature of the National Assembly in preparation for adaptation and the fourth Industrial Revolution, as the fourth Industrial Revolution has been showing the technological advancement in the world which strongly influences the redefining of production factors,	- Ministry of Tourism - Ministry of Posts and Telecommunications - Ministry of Industry, Science, Technology and Innovation - Private Sector - Cambodian center 4.0

			consumption behavior, especially the use of technologies in areas such as: the use of artificial intelligence (AI), AR, VR,... where these technologies will contribute to increasing competitiveness and productivity in the tourism industry. Sector entrepreneurs/employers should consider a new business model to adapt to the actual socio-economic situation, including: 1)- Businesses should implement digital solutions through the use of assistive technology. 2)- Need to strengthen capacity and quality, especially increase productivity to be ready for acute competition, the market is narrower and the supply chain is shorter. Considering the use of new technologies in the operation of the tourism business, only if the business owner has a clear understanding of technology and appropriate digital literacy. Thus, digital skills training is required for business owners and focal person in the tourism. As a first phase, the Ministry of Tourism will be in cooperation with specialized institutions to organize training courses on digital tourism business management, such as: In Place Training, Mobile Training, In-house Training, On-the-job Training, etc. Therefore, Cambodia's tourism requires a research and development (R&D) fund on the use of new	
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			technologies in the tourism, as well as a supply facilitation approach to the development of e-commerce.	
2.1.3	Promote the development of tourism vocational skills in new context (Post-COVID-19)	• Integrate Digital Skill with tourism vocational skills training • Strengthen the development of tourism vocational skills in line with the vision of “One employee, one skill”	There are three levels of digital skills: - Level 1. Basic digital skill: A skill that is required for almost every job, a skill that requires minimal technology knowledge for daily life and work. Example: knowing how to use smart phone and some APPs (Google Maps, Telegram, Facebook) etc. - Level 2. Intermediate digital skill: A skill that requires technological knowledge to perform a job or business operation. Examples: Using a design program, advertising on a website or Facebook, digital marketing skills in Digital tourism. - Level 3. Advanced digital skill: A skill for experts in which they are creators, managers, testers and analysts of that technology, such as coding, website design, App development, network administrators, Big data analysts, cyber security technology managers, etc. for senior experts. Hence, in the post-COVID-19 crisis, two campaigns will be adopted simultaneously to support our private sector in seizing the opportunities of digital technology in increasing its productivity and competitiveness: the setting out of “Digital Skill in Tourism Sector” campaign focusing on Levels 2 and 3,	- Ministry of Tourism - Union of Youth Federations of Cambodia (UYFC) - Ministry of Posts and Telecommunications

			while Level 1 is important for tourists and officials who need to know digital skill and basic digital. It is needed to set out a “Digital Literacy in Tourism Sector” campaign. At this stage, the development of tourism vocational skills is essential and to be in line with the vision of “One employee, one skill”, vocational skills training can be in the form of direct training and online training (E-Learning). Therefore, the establishment of the National School for Tourism Vocational Skills Training at the four priority tourism poles is essential (Phnom Penh, Preah Sihanouk, Siem Reap and Monduliri provinces).	
2.1.4	Develop ecosystems for the development of Smart Tourism	• Study the appropriate investment projects that support the capture of technology in line with the concept of Smart Tourism. • Adopt digital Apps that support the development of Cambodia’s tourism (eg: providing multilingual and convenient guide Apps, travel services, online payments, etc.). • Establish a network and digital support system, such as providing service with free Wi-Fi for tourists at major tourist destinations and online tourism business licensing, etc. • Provide a high security system on the internet, including internet security, personal privacy, etc.	Decisions with clear data and strategy setting up are very important, especially in times of crisis. Therefore, it is necessary to embrace digital transformation and promote the establishment of ecosystem that support digitalization processes in both public and private institutions, such as investing in data, data analysing and in cooperation with technology transfer partners. (Transformation Technology) serving the development of tourism in the post-COVID-19 crisis.	- Ministry of Tourism - Ministry of Industry, Science, Technology and Innovation - Ministry of Posts and Telecommunications - Cambodian Center 4.0 - Private Sector - Development partners
2.2. Recovery of the International Markets (Regional) and Continue to Promote Domestic Tourism				

2.2.1	Develop modernized brand to promote “ Cambodia: Beyond the Temples ” under the “ Cambodia: Kingdom of Wonder ” tourism promotion campaign	• Organize a review of Cambodia’s tourism brand by working with international experts in the private sector to modernize brand • Create a new, attractive and diverse tourism brand based on four pillars: Cambodianess, Cultural Heritage, Cambodia's Bay and Ecotourism.	Cambodia's strong and diverse brand is focused on the development of four pillars: Cambodianess, Cultural Heritage, Cambodia's Bay and Ecotourism. Cambodia has great potential on these four pillars and is truly recognized by private sector in Cambodia's tourism. The campaign will focus on different tourism market sources (both for Western and Asian tourism markets). Firstly, the campaign should be primarily designed for: China’s Tourism Market, ASEAN Tourism Market and English-speaking Country Tourism Market. The developing of this brand should be studied and organized by a professional consulting service company that specializes in organizing tourism brand campaigns and has experience in this work and is funded by the Tourism Capacity Building Project (TCBP) of the French Tourism Development Agency (AFD).	Ministry of Tourism
2.2.2	Diversify and develop modernized brand for Cambodia’s tourism products	• Develop new, attractive, quality tourism products in Siem Reap province and surrounding areas, including: – Put into practice of the Action Plan for Tourism Development (2020-2021) – Strengthen the quality management of souvenirs – Food Tourism “Establishing a Food Village in the Cultural Cities”	Tourism sector in a new context in the post-COVID-19 crisis will provide an opportunity for Cambodia to become a tourist destinations that can provide tourism products (niche products). Examples: Health Tourism, Wellness, Yoga Retreats and Safety, in which religious and faithful tourism can also be a product that can provide a tourism experience. This is the opportunities for Cambodia to develop more special	- Ministry of Tourism - Ministry of Economy and Finance - Ministry of Culture and Fine Arts - Siem Reap province Administration - Phnom Penh City Hall

		– There are 3 types of Angkor ticket prices (for visitors from 12 years old) should be reviewed based on the Angkor ticket price policy in the post-COVID-19 (for 2020, a US\$37 ticket can be used for multiple days of visit) • Develop new, attractive and quality tourism products in Phnom Penh and surrounding areas, including: – Increase the promotion of newly established tourist destinations (Prince Minor, Grand Waterpark... etc.) – Promote the connection of Phnom Penh to surrounding areas such as Udong, Koh Dach, Chamalak Prak village in Kampong Luong – Prepare for various national and international tourism events – Weekly Advanced Art and Culture Scene and River Tourism Development – Arrange pedestrian tourism sites – Set out market and MICE for international market • Develop new, attractive and quality tourism products in Preah Sihanouk province and surrounding areas, including: – Organize tourism events and increase tourism attraction in Preah Sihanouk province	products that meet these needs, as Cambodia already has a wide range of tourism products such as spa, yoga retreats, health tourism and Buddhist events. To build Cambodia as a diverse tourist destination and encourage Cambodia to become one of the most attractive tourist destinations in the region, we should not look beyond the development of tourism in the four priority tourism poles, Siem Reap and the surrounding areas, coastal and surrounding areas, northeast and surrounding areas and Phnom Penh and surrounding areas. Cambodia Coast: A major attractive point for tourists in the region and the Western tourism market. Declaring “Kep province as a high-class tourist destination” or identifying and selecting a tourism location in a coastal area or an island (eg: Koh Rong) based on priority starting point should be conducted to encourage the increasing of attractiveness and competitiveness of Cambodia’s tourism as a whole. Impact of the COVID-19 outbreak has shown the importance of tourism sector for sustainable development and the need to prevent the negative impact of over tourists flow and environmental impact. Therefore, in the recovery of Cambodia’s tourism, the sustainability factor and the consideration of the Global Sustainable Development Goals (SDGs) have to be fundamental to tourism	- Commission for Facilitation of Travel and Transportation of Tourists - National Committee for Cambodia Coastal Management and Development - Apsara National Authority - Angkor Institution
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		– Establish a “Techo Tourism Park, Westerdam” in Preah Sihanouk province – Strengthen waterway tourism transportation in coastal provinces – Promote the construction of tourism port in Kampot province – Promote Southern Corridor Tourism Cooperation – Urge the promotion of cruise tourism – Study the cost of visas for tourists traveled by cruise tourism • Develop new, attractive and quality tourism products in the Northeast and surrounding areas, including: – Develop a visiting package that links Cambodia-Thailand-Laos (across the Northeast Zone) – Strengthen ecotourism development and tourism communities • Promote the development of supporting tourism products, including: – Develop agro-tourism products by designating a circuit de visite in potential villages and districts – Promote the development of Tourism Communities/ Ecotourism / Religious and Faithful Tourism / Yoga	development to ensure that tourism will be processed sustainably in the future for the next generation.	
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		Retreats – Promote the development and dissemination of Secondary City (Battambang, Kratie, Kep, Kampot, Mondulkiri). Battambang city is proposed to be registered as a UNESCO World Heritage City. – Increase sport and cultural products and events at Provinces-Cities – Prepare new tourism markets (Niche Markets), especially health and wellness tourism – Study and establish special tourist destinations in priority tourism poles • In cooperation with specialized companies to study and promote more potential tourism resorts, including cooperation to create recycled tourism resorts to increase the attractiveness of international tourists to stay in Cambodia longer		
2.2.3	Improve the air connectivity of Cambodia	• Establish business partnership with airlines to restore existing airway and create new ones • Create an encouragement package for the cost of landing at the airports of Cambodia, etc. • Continue to strengthen health safety mechanisms in airlines and airports (Phnom Penh, Siem Reap and Preah Sihanouk provinces)	Prior to the outbreak of the COVID-19, the Royal Government of Cambodia and the Cambodia Airport Concession Company have continuously attracted to have a direct connection to the Kingdom of Cambodia (for example, direct flights from Qatar to Siem Reap province). Ease of travel is an important decision factor for tourists traveling a long	- Cambodia State Secretariat of Civil Aviation - Airlines and Airport Concession Company

		• Provide easy and fast arrival for national and international guests • Ensure the safety of tourists coming to Cambodia, especially during the COVID-19 crisis • Ensure transparency in the cost of transport services such as taxis, motorcycles, tuk-tuks, etc., through the association • Friendliness and helpfulness are part of attracting tourists with good hospitality at international checkpoints.	haul the COVID-19 outbreak. Even new tourists who just start traveling will reduce the risk by avoiding multiple transit trips to reduce the impact, meaning transit airports can be reduced. Many airlines are facing financial bankruptcy and they are looking for a strong business model for reopening flights. The Royal Government of Cambodia and the Airport Concession Company should develop a joint strategy and liaise with major airlines to open direct flights to the Kingdom of Cambodia, both in Phnom Penh, Siem Reap and Preah Sihanouk provinces. Therefore, an attractive encouragement package must be created (related to landing fee). At the same time, the capacity of national airlines should be strengthened to be ready to receive more tourists in the post-COVID-19 crisis.	
2.2.4	Understand the new tourism market trends and tourists' behavior in the post-COVID-19 crisis	• Invest in smart tourism data collection activities and tracking systems to track attitudes and trends that can evaluate and predict tourism, as well as adjust tourism products design and appropriate marketing strategies • Develop new technologies related to the collection and analysis of tourism market data such as Big Data, AI, Cloud System • In cooperation with public and private institutions and professional	The impact of the COVID-19 crisis on tourism sector and world travel is the worse ever in the last 30 years. This impact almost completely ceased the trip and also influenced the mindset and psychological factors of tourists that had never had before. As tourism sector and travel begin to be recovered and there is a change in the attitude of the tourism market and mindset of tourists for the consideration in the New Normal, the situation has evolved rapidly, especially tourism sector, where previous	Ministry of Tourism

		organizations to exchange knowledge and experience to officials, staff (public and private) in tourism marketing and promotion	education and understanding of the tourism market is almost obsolete. Understanding of “Tourism Sector in New Normal” and studying the preferences or attitudes of national and international tourists after the crisis is important for the development of tourism development strategies and tourism promotion corresponding to priority market goals.	
2.2.5	Boost the attractiveness of Cambodia as a destination for MICE Tourism, Ecotourism, Gastronomy Tourism, and Adventure Tourism	• Develop strategies to strengthen MICE tourism, Gastronomy Tourism, Eco-Tourism and Adventure Tourism in Cambodia • Develop marketing study and promotion strategies for these tourisms serving both local and international markets • Develop encouragement/subsidy plans to increase the attractiveness of Cambodia as a MICE tourist destination • Duty free shopping campaign in Cambodia for international tourists	Should encourage the organization of conferences and exhibitions/international meetings related to tourism industry that have an influence for the promotion of the Kingdom Meeting organizing activities are an important element in the future global economic growth, and especially because meetings always bring in the business travelers who always spend more than general tourists. Phnom Penh and Siem Reap province are perfect to be hosted for major international events, separate or joint program. Both tourist destinations are being capable enough in terms of hotels during the low season from April to October and are appropriate places for MICE tourist destinations. At the same time, Cambodia is also preparing for major events in 2022, such as the ASEAN Summit, the ASEAN Tourism Forum (ATF), organizing of the congress of the	- Ministry of Tourism - Ministry of Foreign Affairs and International Cooperation - Relevant Ministries-Institutions - Sub-national administrations

			Most Beautiful Beach Club in the World and organizing of the coastal cycling competition event. MICE tourism event will provide great potential for tourism economic development (before and after the event). But this type of tourism (MICE) needs to be encouraged to attract potential international meetings/conferences organizing companies through subsidies or attractive discount packages for Gala events next to cultural and heritage sites, etc., through the support and coordination of Destination Management Organizations (DMOs). While tourists can be encouraged (especially during the COVID-19 crisis, the “Special Tourist Visa” should be created as proposed in phase 1).	
2.2.6	Develop targeted digital marketing and promotion campaigns for key tourism markets	• Develop creative and modern digital tourism marketing campaigns for target markets, serving medium- and long-term recovery • Strengthen and promote the App “Visit Cambodia”	Digital marketing and promotion of tourism using digital technology that can track the clicks and convert to bookings. To support this work, the Tourism Capacity Building Project (TCBP) under the financing of (AFD) will help develop the techniques for creating this digital tourism campaign. Well-designed digital campaigns using multiple communication platforms are effective for attracting engagement. At the same time, national and international “Tourism Ambassadors” should be chose among those who love Cambodia and Cambodia’s tourism and encourage them to share their stories,	- Ministry of Tourism - Ministry of Posts and Telecommunications - Ministry of Information - Tourism Marketing and Promotion Board

			images and digital promotional videos. The important thing is the opinion of tourists providing positive feedback from tourists will become a highly influential tool in promoting the trust and confidence of tourists in deciding to visit Cambodia. Therefore, “E-reputation” should be built for Cambodia’s tourism, which is a priority in the post-COVID-19 crisis.	
2.2.7	Continue to cooperate with the regional tourism markets and in ASEAN and ASEAN+3 Countries to organize Regional “Safe Travel Corridors” such as Travel Bubble and Self-Driving Tours	• In cooperation with ASEAN partners, consider establishing a highly secure tourism management mechanism (Travel Bubble in the region) • Organize tourist destinations marketing campaigns for ASEAN markets and ASEAN + 3 • Develop and revise strategies for grabbing the Chinese tourism market • Promote Self-Driving Tour with neighboring countries (Thailand, Vietnam and Laos)	A Joint Travel Zone should be put in place when it is possible to ensure safety and the implementation of Tourism Safety Measures. Tourism transportation and other measures are developed and responded to ensure public health protection. Cambodia should focus on strengthening its position on the short/medium term tourism market, including: China, Japan, Korea, Singapore and Hong Kong, etc., with a diversified offering based on the four pillars and focused on improving air connectivity with those destinations. Cambodia can become a short-term tourist destination for those tourists. Currently, the Ministry of Public Works and Transport has been preparing a project proposal to “Improving the international border checkpoints of Bavet-Mok Bai, Poipet-Aranyaprathet, Stung Bot-Banang Ean and Prey Vor-Binh Hiep” to alleviate traffic congestion in Cambodia-Vietnam and Cambodia-Thailand checkpoints, both hardware and	- Ministry of Tourism - Ministry of Foreign Affairs and International Cooperation - Cambodia Tourism Marketing and Promotion Board

			software. This project will help promote the movement of self-driving tour with neighboring countries.	
2.2.8	Continue to promote domestic tourism movements	• Organize meetings and conferences of relevant ministries-institutions at Provinces-Cities • Organize important tourism events to be more attractive, such as Angkor Sankran, Sea Festival, River Festival, etc.	Examine the possibility of organizing events planned in early 2020, such as Marathon events, Angkor Sankran, Mozart events	Ministry of Tourism
2.2.9	Increase the attractiveness and promotion of “ Cambodia: Sport Tourist Destination ” through SEA Game 2023 event	• Boost Event Promotion (SEA-Game 2023) • Boost the promotion of other sports	In 2023, there will also be one of the most important events preparations for Cambodia, hosting the 32nd SEA Games, which will be able to attract a large number of visitors. • Prepare promotional videos and materials for Cambodia tourism • In cooperation with domestic and international airlines traveling to Cambodia to include promotional videos on major tourist destinations in Cambodia in connection with the event (SEA Game 2023) Advertise by all means and all forms, especially modern advertising (Digital Marketing)	- Ministry of Tourism - Ministry of Foreign Affairs and International Cooperation - Relevant institutions - National Olympic Committee of Cambodia
2.3. Enforce the New Tourism Governance Mechanisms				
2.3.1	Strengthen the mechanism of Public-Private Partnership (PPP) for Cambodia’s tourism marketing and promotion	• Strengthen the capacity to promote Cambodian market	In the post-COVID-19 crisis, tourism sector needs a shorter mechanism for market research and promotion in the form of Tourist destinations Management and Promotion Unit (PPP) under the collaboration, which has the primary role and duties for marketing and tourism	- Ministry of Tourism - Cambodia Tourism Marketing and Promotion Board

			promotion. In order to respond to the crisis and to consider for a long term, it is a must to continue to strengthen the Cambodia Tourism Marketing and Promotion Board, along with the establishment of the Cambodia Tourism Marketing and Promotion Board, Phnom Penh Capital Hall, Siem Reap and Preah Sihanouk provinces which requires greater technical and financial involvement from key private sectors.	
2.3.2	Strengthen the capacity of modern administrations to manage and develop tourism	• In cooperation with relevant ministries-institutions to exchange data for ease of investment and development • Strengthen the provision of online public services • Organize a digital administration management system for tourism management • Train officials on digital administration	Strengthening the modern administration capacity to manage and develop tourism is to build a working system that is effective responsive to work process and human resources with competency, leadership, integrity, high responsibility, creativeness and ownership that can respond to the deep and comprehensive reforms of the Royal Government and is a strong basis for strengthening the effectiveness of sustainable tourism management and development.	-Ministry of Tourism - National Tourism Development Committee - Ministry of Posts and Telecommunications
2.3.3	Implement the National Tourism Development Strategic Plan (2021-2035) and the Tourism Development Master Plan for Siem Reap, Kep, Mondulkiri Province	• Increase cooperation with all ministries-institutions: State, Private Sector, national and international organizations and development partners to promote the implementation of the National Tourism Development Strategic Plan (2021-2035) • Increase cooperation with private businesses and implement the Tourism Development Master Plan	The National Tourism Development Strategic Plan (2021-2035) and the Provincial Tourism Development Master Plan are a joint strategic plan framework documents that set out the vision, principles, strategic goals, key measures and plans for the sustainable and responsible management and development of Cambodia's tourism. At the same time, an important task is the establishment of the National	Ministry of Tourism

		for Siem Reap, Mondulhiri and Kep provinces • Establish the National School for Tourism Vocational Training in Phnom Penh, Preah Sihanouk province and Siem Reap province in response to the implementation of the National Tourism Development Strategic Plan (2021-2035) and the Siem Reap Tourism Development Master Plan	School for Tourism Vocational Training in Siem Reap, Phnom Penh and Preah Sihanouk province.	
2.3.4	Strengthen international cooperation in tourism sector	• Strengthen bilateral and multilateral tourism cooperation • Strengthen cooperation with international • Strengthen tourism cooperation with development partners	To respond and resolve crisis of the COVID-19, it is a need to strengthen and enhance the effectiveness of bilateral, multilateral, regional, ASEAN + 3, international organizations and development partners	- Ministry of Tourism - Ministry of Foreign Affair and International Cooperation

3. PHASE 3: PREPARATION FOR THE NEW FUTURE OF TOURISM SECTOR IN CAMBODIA (2024-2025)

The situation of tourism sector in Cambodia may return to normal after 2023 or 2025, which is the stage where the tourism sector should start to build in the new future, which is set in the vision of **"Turning Challenges into Opportunities"** to be more quality and sustainable, and more secure by strengthening capacity, quality and increasing local productivity by promoting the development of new skills and the capture of digital technology, etc.

Tourism in Cambodia will be ready to open its doors to welcome domestic and international tourists, especially it will develop **as a quality tourist destination**.

In this regard, **three strategies are recommended**, including:

a. Strategy 1: Promote Economic Growth and Decent Work in Cambodia's Tourism Sector

In this first strategy, **three strategic actions are mentioned**, including:

1. Promote the development of Smart Tourism in response to the context of the Fourth Industrial Revolution, according to a recent survey: *"94% of business owners in the tourism sector, 91% of private employees and 97% of government officials agree on the vision of the future of technology in Cambodia, especially when the COVID-19 crisis comes to an end, technology will advance, and its demand will increase"*¹⁰
2. Diversify attractive and quality new tourism products.
3. Continue to develop and train human resource in tourism sector in line with the strategic plan for tourism human resource development

b. Strategy 2: Strength of Domestic Tourism and Expanding Cambodia's Tourism to International Markets (Beyond 2023)

In this second strategy, **four strategic actions are mentioned**, including:

1. Continue to invest in tourism promotion campaigns
2. Promote and attract Long-haul tourism markets to Cambodia
3. Organize and promote major international events (Eco and Sustainable Green Sport and Cultural Events)
4. Strengthen the domestic tourism movements to be sustainable

c. Strategy 3: Future Tourism Governance

In this third strategy, **two strategic actions are mentioned**, including:

1. Reinforce tourism governance to support tourism sector at all levels by continuing the implementation of national, sub-national governance mechanisms (towards Digital Government), along with strengthening the mechanism of Destination Management Organization in priority tourism destinations for sustainability
2. Conduct resilient mechanism and better responses to future crises in tourism sector by conducting a review of implementation processes in response to COVID-19 and creating better Crisis Management plan to face future crises.

¹⁰ According to Survey Results on **"Impact of Global Pandemic COVID-19 on Technology and Socio-Economic Sectors"** by Cambodia Center 4.0

SUMMARIZED ACTION PLAN OF PHASE 3: PREPARATION FOR THE NEW FUTURE OF TOURISM SECTOR IN CAMBODIA (2024-2025)

Strategy	3.1. Promote Economic Growth and Decent Work in Cambodia's Tourism Sector	3.2. Strength of Domestic Tourism and Expanding Cambodia's Tourism to International Markets (Beyond 2023)	3.3. Future Tourism Governance
Phase 3 (Relaunch) (2024 - 2025)	3.1.1 Promote the development of Smart Tourism in response to the context of the Fourth Industrial Revolution	3.2.1 Continue to invest in tourism promotion campaigns	3.3.1 Reinforce tourism governance to support tourism sector at all levels
	3.1.2 Diversifying attractive and quality new tourism products	3.2.2 Promote and attract Long-haul tourism markets to Cambodia	3.3.2 Conduct resilient mechanism and better responses to future crises in tourism sector
	3.1.3 Continue to develop and train human resource in tourism sector in line with the strategic plan for tourism human resource development	3.2.3 Organize and promote major international events (Eco and Sustainable Green Sport and Cultural Events)	
		3.2.4 Strengthen the domestic tourism movements to be sustainable	

Action Plan for Recovery of Cambodia Tourism During and Post-COVID-19				
No.	Strategic Actions	Detailed Strategic Actions	Rationale/Background	Responsible
Phase 3: Preparation for the New Future of Cambodia's Tourism (2024 - 2025)				
3.1. Promote Economic Growth and Decent Work in Cambodia's Tourism Sector				
3.1.1	Promote the development of Smart Tourism in response to the context of the Fourth Industrial Revolution	• Modernize data filing and collecting method to link tourism development to sustainable development goal • Organize major tourist destinations (eg: Angkor Area, Phnom Penh area, Preah Sihanoukville area as Smart destination) • Promote digitalisation for tourism enterprises	The integration of modern technology is very important in supporting the development of tourism sector in a new paradigm. The use of a concept “Tourism 4.0” will enable a number of solutions to support the implementation of tourism recovery measures. Tourism 4.0 will provide technical solutions (Innovation Solutions) to transform the tourism industry to more creativeness, enhancing good experience through the use of technology. The term of “Tourism 4.0” originates from the modern era in the context of Industry 4.0 and aims to improve the value added to tourism sector through creativeness, knowledge, technology, and invention. This approach can influence all sectors. Knowledge, expectations and good experiences can be given to tourists through interpretation using technology. Thus, technology can increase new tourism services and new tourism products that can increase the satisfaction of tourists.	-Ministry of Tourism -Ministry of Posts and Telecommunications -Ministry of Industry, Science, Technology and Innovation -Cambodia 4.0 Center
3.1.2	Diversify new tourism products with attractiveness and quality	• Strengthen and expand tourism products to supply the appropriate market needs through the diversification of tourism products • Develop tourism products in each priority area by identifying the	The development of new products is a necessary factor to provide more options for tourists to visit, as well as to contribute to the extension of accommodation. More expenses by the tourists help to promote the growth of	-Ministry of Tourism

		potential types of tourism products and attractive tourism corridors • Establish special tourist destinations at the priority tourism poles • Develop agro-tourism products by designating a circuit de visite in potential villages and districts • Promote the development of Tourism Communities/Ecotourism • Boost the development and dissemination of Secondary City (Battambang, Kratie, Kep, Kampot, Mondulkiri, Steung Treng and Ratanakiri) • Increase cultural and sports products and events at Provinces-Cities	employment and Cambodian's economy. The development of tourism products must be in accordance with the Tourism Development Master Plan at Provinces-Cities, including Tourism Development Master Plan of Siem Reap province, Tourism Development Master Plan of Kep province and Tourism Development Master Plan of Mondulkiri province.	
3.1.3	Continue to develop and train human resource in tourism sector in line with the strategic plan for tourism human resource development	• Establish a National Vocational School at Priority Tourism Pole • In cooperation with universities, tourism vocational schools, training centers, and private sector to continue to strengthen vocational training in all forms • Strengthen the use of skill development funds for tourism vocational training.	The Ministry of Tourism has developed a Strategic Plan for Human resource development (2017-2025) for a roadmap in the development of skills and tourism human resources with the determination of a clear vision including setting out strategic goals and activities aiming to participate in creating long-term jobs for young graduates, providing additional skills development to employees, increasing employment opportunities in country and abroad in compliance with the ASEAN Tourism Vocational Training Program (ASEAN MRA).	
3.2. Strengthen Domestic Tourism and Expand Cambodia's Tourism to International Markets (Beyond 2023)				
3.2.1	Continue to invest in tourism promotion campaigns	• The Ministry of Tourism/Cambodia Tourism Marketing and Promotion Board have to continue to invest in	When reopening of international checkpoints, tourism study and promotion play an important role in increasing	- Ministry of Tourism - Ministry Foreign Affair and

		tourism marketing and promotion campaigns • Participate in the International Tourism Exhibition of major tourism markets to collaborate directly with major international travel companies • Organize roadshows program for major tourism markets	tourism competitiveness. Therefore, the role of Tourism Marketing and Promotion Board and Oversea Tourism Representative Office must be strengthened to be more effective. While participating in the promotion at big exhibition events, such as: (ITB, WTM,) should be taken into account and develop new strategies, and develop a new, better and more attractive image. The new strategy should be mainly focused on culture, activities related to food, music and traditions, etc. Using a local PR company	International Cooperation
3.2.2	Promote and attract long-haul tourism markets to Cambodia	• Improve the flights arrivals of Cambodia: - Build the ability of “Cambodia Angkor Air Company” in the connectivity of flights to some target markets - Strengthen the availability of domestic flights, and connectivity to regional markets - Strengthen and expand direct flights to major tourism markets in the region and offer the possibility of opening flights with airlines connecting Siem Reap and Preah Sihanouk province.	Convenience of travel is an important decision for long-haul tourists. In the Post COVID-19 (after 2023), it is a must to increase the attractiveness of long-haul tourists (in addition to the attraction of tourists in ASEAN and ASEAN + 3 regions).	- Ministry of Tourism - Airlines Company
3.2.3	Organize and promote major international events (Eco and Sustainable Green Sport and Cultural Events)	• Create tourism sports and cultural tourism events • Promote events and marketing more widely to international markets • Provide encouragement to make Cambodia as an attractive tourist	In the last few years, Cambodia has been increasing its capacity and record to host major international and cultural events such as the Angkor Marathon, cycling, ultra-trails and concerts. Due to the outbreak of the COVID-19 crisis,	- Ministry of Foreign Affair and International Cooperation - National Olympic Committee

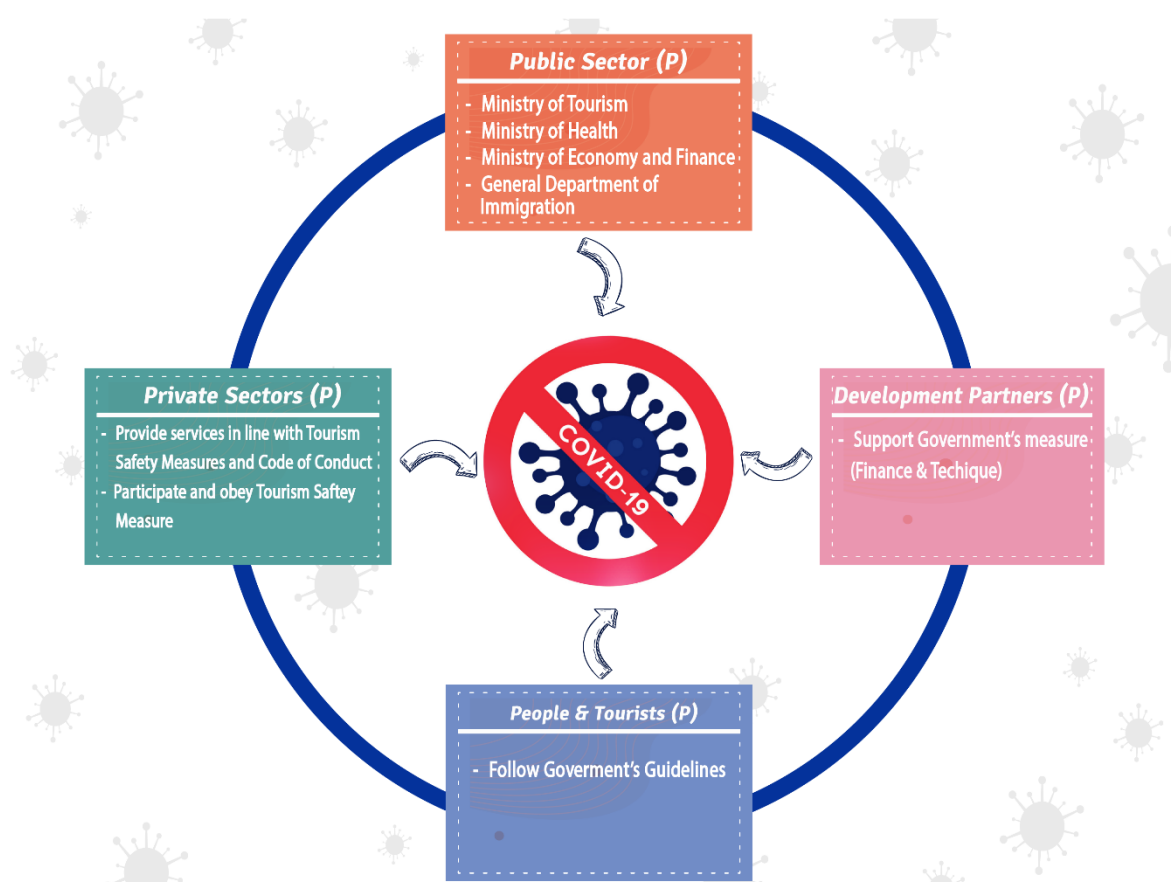
		destination for MICE events	marketing and tourism promotion have been suspended to neighboring countries and have not been expanded to international promotion. Main focus on future events should be sustainable - Cambodia has incredible potential for eco-sports events and cultural activities in the country. Even there is a restriction on air travel of international tourists due to the COVID-19 crisis, more participation from international tourists will bring the opportunities for the international media to better disseminate and promote a positive image of Cambodia.	-Private Sector
3.2.4	Strengthen the domestic tourism movements to be sustainable	• Continue to promote domestic tourism and internal tourism events • Pre-arranged and reasonable domestic tour packages • Domestic travel pass • Promote domestic tourism and high class of internal tourism	Domestic and internal tourism is expected to contribute to the income generation of the national economy through the visiting of national tourists to rural tourist destinations that have not been holistically developed or widely promoted. At the same time, domestic tourism movement has contributed in the promotion of education for the public to have a sense of patriotism in line with the concept of “Love Your Nation, Know Your Territory”. The domestic tourism movement can also cultivate and increase solidarity and mutual helpfulness in accordance with the concept of the social solidarity movement. Domestic tourism sector really has great potential to promote the development of Cambodia’s tourism.	- Ministry of Tourism -Municipal- Provincial Administrations
3.3. Future Tourism Governance				

3.3.1	Reinforce tourism governance to support tourism sector at all levels	• Continue to strengthen national and sub-national governance mechanisms (towards digital government) • Strengthen the mechanism of Destinations Management Organizations (DMOs) in priority destinations to be sustainable • Strengthen community capacity in the tourism industry effectively • Strengthen state-private partnership in Cambodia's tourism	Governance mechanism is an important strategic goal for ensuring the sustainability of tourism development. Cambodia has many tourism mechanisms at the national, regional and sub-national administrations levels, but the sub-national administrations have not been active yet. Relations between the national and sub-national levels, especially with the private sector and associations in the tourism, on some activities, some are active, some are inactive, while others are not smooth and inconsistent, which need to be strengthened the relationship with stakeholders under the umbrella of the Tripartite Cooperation (4Ps). At the same time, Destinations Management Organizations (DMOs) at major tourist destinations, which play an important role in the management and development of tourism in those areas, need to be strengthened to be more active and effective to ensure sustainable, inclusive tourism development in priority tourism sites.	Ministry of Tourism
3.3.2	Conduct resilient mechanism and better responses to future crises in tourism sector	• Prepare to review and evaluate the implementation processes in response to COVID-19 and then develop a better Crisis Management Plan when facing the future crises.	Many lessons from the COVID-19 crisis are really important that Cambodia's tourism must grab this opportunity to develop an effective Crisis Management Plan to deal with other crises in the future.	-Ministry of Tourism - National Tourism Development Committee

Chapter 3: Institutional Mechanisms and Priority Projects (2020-2025)

According to the spirit of the meeting of the Ministry of Tourism and the Commission on Education, Youth, Sports, Cult, Religious Affairs, Culture and Tourism of the National Assembly held on **August 13, 200**, which was raised by **H.E. HUN MANY, Chairman of the Commission 7 of the National Assembly** “Fighting COVID-19 as well as the recovery of Cambodia's tourism sector during and after COVID-19 crisis requires participation and cooperation at both the national and international levels in the form of cross-sectoral, inter-institutional and public-private partnerships [...]”. The implementation of this roadmap requires the use of a **Participatory Approach** which needs " **thinking together, acting together, being responsible together**" from all stakeholders "**Four parties (4Ps): public-private-people-development partners**".

Figure 11: Participatory Approach: Public-Private-People-Development Partners

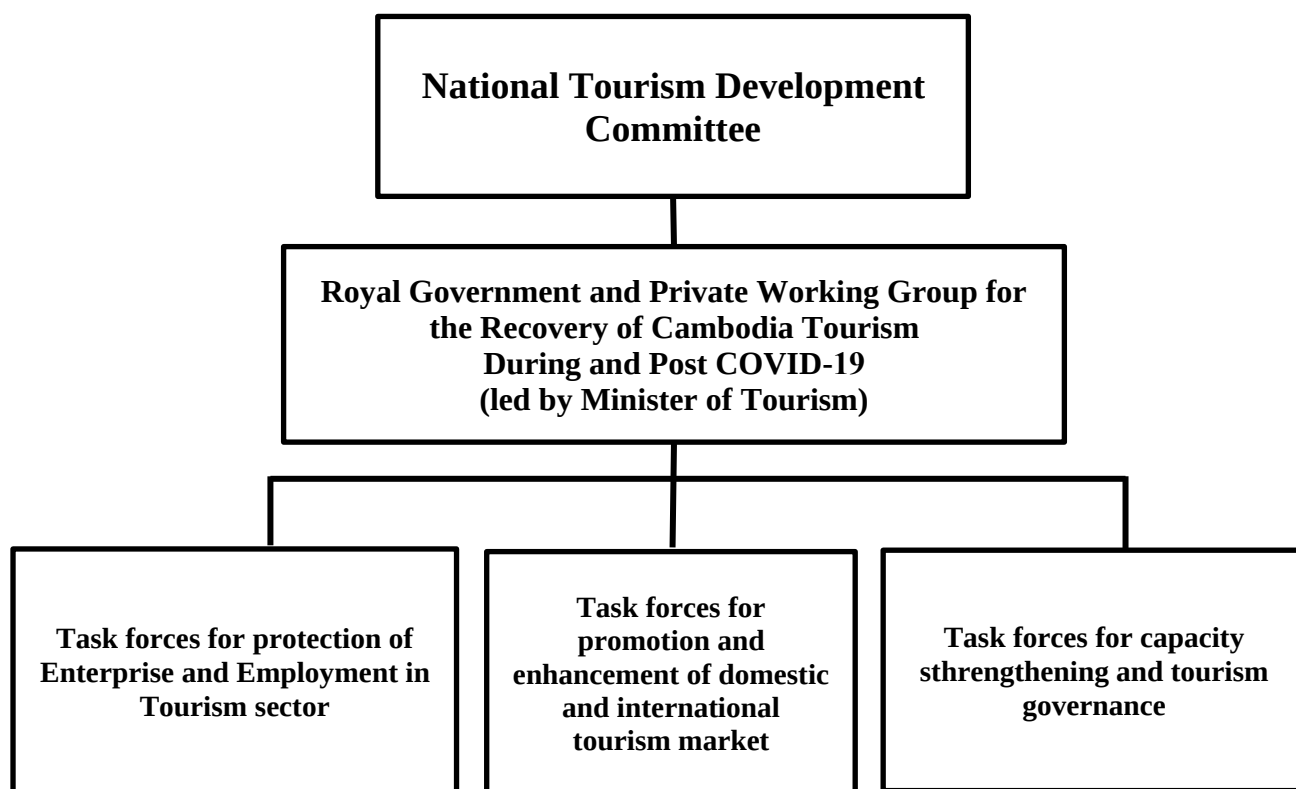


1. Structure of Institutional Mechanisms

To implement and monitor recovery plan of Cambodia's tourism sector during and after COVID-crisis, the roadmap has been proposed a structure as an inter-institutional working group under a form of partnership (4P) called **the Royal Government and Private Working Group for the Recovery of Cambodia Tourism During and Post COVID-19** led by the Minister of Tourism (as shown in a picture bellow). This working group is under the umbrella of the **National Tourism Development Committee** and was established by a **decision of the Royal Government of Cambodia**. This working group has 3 Task Forces, including:

- (1). Task forces for protection of Enterprise and Employment in Tourism sector
- (2). Task forces for promotion and enhancement of domestic and international tourism market
- (3). Task forces for capacity sthreinghening and tourism governance

Figure 12: Structure of Institutional Mechanisms

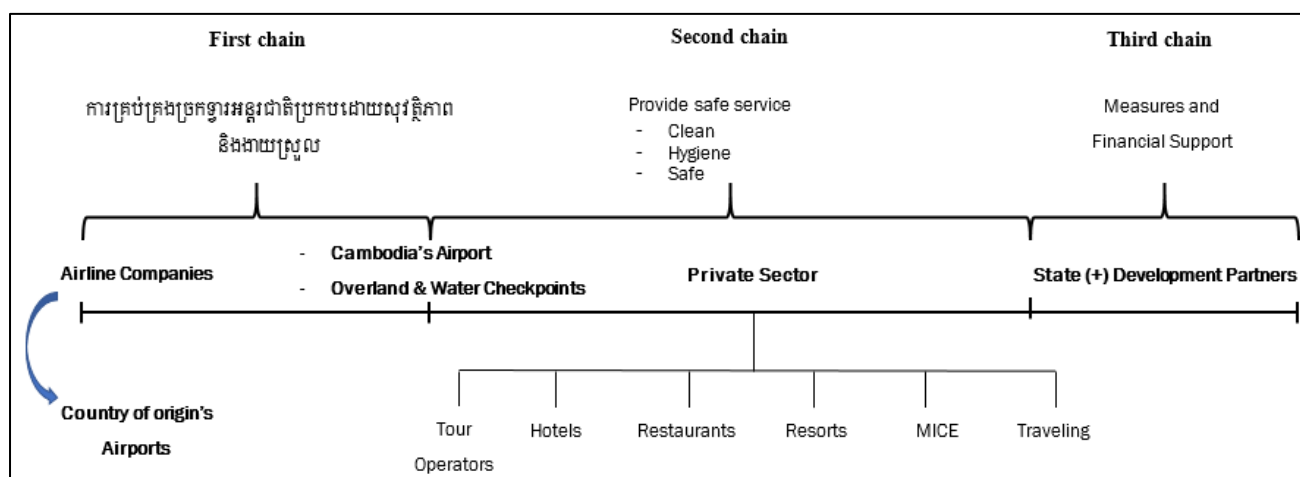


2. Obligations and Duties of Stakeholders

To recover and promote Cambodia's tourism sector after COVID-19, ensuring the trust and confidence of all tourism production chains is a key priority **from the beginning to the end of the line** and counting from the airport of the country where tourists have left to the airport of Cambodia and continue to the accommodation, food, travel services and return to their country. Please note that the production chain in the tourism sector is divided into **three chains**, in which the **first chain** is: Safe and convenient management of international gates (airline companies and airports), **second chain**: Safe tourism services providing of private sector (tour operators, hotels, restaurants, tourism rehabilitation and travel).

At the same time, public and private institutions (staff and all tourists must **participate responsibly** in the implementation of safety rules set out by the Ministry of Health as well as the World Health Organization.

Figure 13: Building Trust & Confidence



a. First chain: Managing the international checkpoints to ensure safety and convenience (airline and airport companies)

(1.) Safe International Checkpoints by Air

- **Obligations of the airline companies:**

- Implement proportionate health check procedures as appropriate according to risk assessment
- Provide advance booking lists, flight schedules and passenger lists to the health authorities and assign responsibilities and responsibilities for combating COVID-19 on airplane in accordance with Standard Operating Procedure (SOP) for management and implement the work effectively for Health Center at international checkpoints, dated 04 May 2020 and at the international airport and related places will also need to spread this SOP as well
- Expand and increase the frequency of aircraft and cabin cleaning
- Provide masks for passengers and crew and ensure safety and hygiene during the whole flight
- Implement boarding and deplaning processes that reduce contact with other passengers or crew (use front and rear doors) in respect of physical distancing rules
- Limit movement of passengers and crew within the cabin during flight
- Simplify catering and other procedures that lower crew movement and interaction with passengers
- Facilitate people not sitting next to each other where load factors make it possible
- Provide in-flight sanitizing tissues to passengers and crew members
- Reduce the number of objects in the cabin (printed material and souvenirs) and limit hand luggage, etc.

- **Airports (Tourist country of origin's airport and Cambodia's airport):**

- Tighten health checks at international entrances by learning from experiences and come up with solutions to tackle such as quarantine areas, accommodations and meals during the stay in line with public health evidence-based risk assessment within 72 hours before the departure date and insurance (for foreigners).
- Strengthen **two key tasks: at the airport of travelers' country of origin and when the travelers arrive at the airport**, involving the cooperation on: **(1).** Implementation of the above conditions for travelers and **(2).** Establish mechanisms for managing travelers entering the airport safely
- Revise regularly travel restriction & protocols using best available information from leading international health authorities to ensure and reduce the public health threat and local risk assessment
- Enhance the use of technology for safe, seamless and touchless travel
- Provide reliable, consistent & easy to access information on travel restrictions and protocols (Tourism Safety Measures and Health Protocols) to the private sector and to travellers
- Ensure coordination of relevant policies and measures among Tourism, Health, Interior, and Public Works and Transport ministries
- Harmonize travel and tourism related health protocols and procedures at global level and work towards the international interoperability of visitors' tracing apps
- Mitigate risks at departure and/or arrival

(2.) Safe International Checkpoints by Road and Water

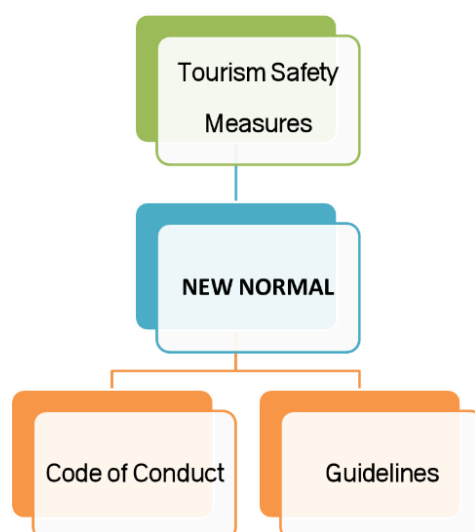
- Overland transport service providers are required to comply with Tourism Safety Measures for overland transportation such as safety measures at the parking lot, safety measures on the bus, safety measures for tourists and passengers, and safety measures for service workers
- Waterborne transport service providers are required to comply with Tourism Safety Measures for water transportation such as safety measures at the parking lot, safety measures on the boat, safety measures for tourists and passengers, and safety measures for service workers
- As for the management of international checkpoints by water and road has the same management procedures and protocols as international checkpoints by air.

b. Second chain: Providing of safe tourism services is a must.

In the New Normal phase, the Ministry of Tourism has developed **Tourism Safety Measures aimed at ensuring a balance of normalization of tourism business activities and ensuring safety for tourists, staff and citizens.**

Method for preparing of this Tourism Safety Measures, The Ministry of Tourism has developed two basic documents: **(1).** Code of Conduct and **(2).** Determination of minimum conditions guidelines.

Figure 14: Tourism Safety Measures



(Source: Department-General of Tourism Industry Management)

The Ministry of Tourism has complied with the spirit of Article 48 of the Law on Tourism, states that **“All tourism business operators and their agents, employees and contractors shall comply with the law and provisions in force on standards, Code of Conduct, Code of Ethics and conditions of tourism license”** and Article 50 of the Law on Tourism states that **“Tourists shall comply with the law and Tourism Safety Measures of the Ministry of Tourism and the provisions in force of the Kingdom of Cambodia.”** As planned, this Tourism Safety Measures will be enforced in two steps as follows:

➤ **Tourism Safety Measures in Step 1**

Of all other services, the services that were decided to be implemented in the **first step** include:

1. Tourism Resort, 2. Community-based Tourism, 3. Tourism Restaurants, 4. Tourism Accommodations, 5. Tourism Boat (Water Transportation), 6. Tourism Bus (Overland Transportation), 7. Local Tour Operators, 8. Tourism Guide and Interpreters from Tourist Guide.

Figure 15: Tourism Safety Measure's Labels in Step 1



(Source: Ministry of Tourism)

In order to evaluate and decide to provide the above **Tourism Safety Measures Label**, the Ministry of Tourism has prepared determination of minimum conditions guidelines as follows:

Tourism Safety Measures Guidelines in the first step include:

- **Tourism Safety Measures Guidelines for tourism resort businesses to fight against COVID-19 (requirements=16)**
- **Tourism Safety Measures Guidelines for tourism overland transportation businesses during COVID-19 (requirements=16)**
- **Tourism Safety Measures Guidelines for tourism water transportation businesses during COVID-19 (requirements=16)**
- **Tourism Safety Measures Guidelines for tourism accommodation businesses to fight against COVID-19 (requirements=30)**
- **Tourism Safety Measures Guidelines for restaurants and tourism canteens businesses to fight against COVID-19 (requirements=30)**
- **Tourism Safety Measures Guidelines for domestic tour operators (requirements=17)**
- **Tourism Safety Measures Guidelines for Guides and Interpreters (required obligations=7)**
- **Tourism Safety Measures (in second step):**

In the second step, the Ministry of Tourism plans to prepare **Tourism Safety Measures for tourism businesses, including: 1. Sport Tourism, 2. Adult Tourism Entertainment Services (Beer gardens, KTVs, Bars and Discoteks), 3. Spa and Massage, 4. MICE and Meeting room, 5. Tourism Events, and 6. Tour Operators.**

Figure 16: Tourism Safety Measure's Labels in Step 2



(Source: Ministry of Tourism)

c. Third chain: Implementation of the Code of Conduct, Code of Ethics in tourism sector during COVID-19

In order to increase the effectiveness of the prevention strategy implementation of COVID-19 outbreak in tourism sector, the last chain is to propose all stakeholders to participate responsibly, that is, to respectively implement the **Code of Conduct & Codes of Ethics**.

1). Tourists: Must follow the Code of Conduct and Code of Ethics in the tourism sector.

For example:

- Must collaborate to provide information to tourism businesses base to register through the **Tourist Attendance Registration Technology System** via **Telegram BOT** to provide data and its processes that can respond in a timely manner in managing the situation during COVID-19 crisis
- Must register in the **Tourist Accommodation Registration System** (www.accommodationrgistrat.net) for local and international tourists to keep a record of all their accommodation in each tourism accommodation business and in the Telegram BOT system for other services
- Must comply with the instructions of the Ministry of Health and the Ministry of Tourism, **Do's and Don'ts**.

2). Employees working in the tourism sector: must comply with Tourism Safety Measures set out by the Ministry and other measures taken by the Royal Government.

3). Private sector: Implement the Code of Conduct and Code of Ethics by following the Tourism Safety Measures and other measures promulgated by the Royal Government.

4). Development partners: In order to participate in the rehabilitation and promotion of the Cambodia's services (2020-2025), it is necessary to have support from various development partners for the implementation of the

Cambodia's Tourism Sector Rehabilitation and Promotion Project, including but not limited to: UNWTO, PATA, WTTC, AFD, ADB, World Bank, JICA., etc.

- 5). **Cooperation:** Strengthening cooperation at all levels, both bilateral and multilateral, in tourism sector between Cambodia and other countries in the region and the world as well as national and international organizations.

3. Priority Projects (2020-2025)

a. Protect and promote the economy and employment in tourism sector in Cambodia

Project 1: "Travel Bubble and One Way/Two Way Closed-Loop Chartered Plane"

Project 2: "Cambodia: The Implementation of Tourism Safety Measures Campaign for (2021-2023)"

Project 3: "Tourism Digital Literacy and Digital Skills Campaign (2021-2025)"

Project 4: "Economic Leakage Reduction in Tourism"

Project 5: "Establishment of the National Vocational School in Tourism (Siem Reap and Monduliri Provinces)"

Project 6: "Tourism Satellite Account (TSA) Project"

b. Promote the Cambodian Tourism Market

Project 7: "Feasibility Study of Angkor Heritage Development: Smart Tourist Destination"

Project 8: "Chong Khneas's Tourism Port Improvement Project"

Project 9: "Pedestrian Area Planning Project in Siem Reap, Phnom Penh and Sihanouk"

Project 10: "Establishment of Cambodia Pass"

Project 11: "Develop physical infrastructures (Roads are privilege) and including water, electricity, sewerage, and environmental management (especially garbage) to promote Domestic Tourism Movement to Tourist Attractions"

Project 12: "Development of Self-driving Tourism"

Project 13: "Clean Up Cambodia Campaign: To Welcome SEA Game-2023 Event"

Project 14: "Strengthening the promotion of domestic tourism information and the establishment of Tourist Information Centers at Provinces-Cities"

Project 15: "Visit Cambodia Year 2022-2023"

Project 16: "MICE Tourism Attraction Project: Cambodia as a Destination for MICE tourism"

c. Promote Tourism Governance

Project 17: "Capacity Building Program for Cambodia's tourism (2021-2023)"

4. Support Financing

We will propose a stimulus packages for projects and activities implementation to rehabilitate Cambodia's tourism sector, with funding sources including:

a. Stimulus packages

- **SME's Fund:** The SME's Fund was established by the Ministry of Economy and Finance in early April aiming to provide low-interest loans to promote the development of small and medium enterprises in priority sectors. The fund under this financing project is **US\$100 million** and has lending partners, they are 33 Banks and

Microfinance Institutions, among 23 commercial banks, 3 specialized banks, 5 Microfinance Deposit-taking Institutions and 2 Microfinance Institutions.

- **Credit Guarantee Fund:** The Ministry of Economy and Finance will initiate a “**Credit Guarantee Fund**” with a budget of **US\$200 million**. This fund can guarantee loan credit through banks and microfinance, using market principles to relieve the cash flow pressure and floating capital of businesses in all sectors at least **US\$200 million**.
- **Financing Facility:** The Ministry of Economy and Finance will put in place a budget for additional financing in the amount of **US\$300 million** to support and act as a catalyst to promote the growth in key sectors during and after the crisis.

b. Promotion packages for tourism sector (17 projects)

The budget to be used in the implementation of all priority projects in accordance with the needs of each project.

5. Monitoring and Evaluation Mechanism (M&E)

In order to monitor and evaluate, we need to prepare **monitoring and evaluation mechanisms** that are important to ensure the effectiveness, accountability and efficiency of the implementation of each program project in compliance with each timeline. The implementation of this roadmap shall be monitored and evaluated by the National Tourism Development Committee.

CONCLUSION

The influence or effect of COVID-19 crisis are really difficult to be precisely evaluated. Cambodia, as well as other countries in the world, has been severely affected by COVID-19 since the beginning of 2020, in which **tourism sector has been negatively and severely affected by the crisis**. It is concluded that 2020 will definitely bring more challenges to Cambodia's tourism sector than in the last 30 years. However, this point also reflects the important role of tourism sector in contributing to socio-economic development, as well as the inter-sectoral influence with other important socio-economic sectors of the nation.

Therefore, the preparation of a roadmap on the plan to rehabilitate and promote Cambodia's tourism sector during and after COVID-19 crisis is an important compass and a mobilization strategy for all stakeholders in line with the slogan "**Together, we will go through this difficult time**" to participate in the recovery of Cambodia's tourism sector and enhance the development of tourism sector towards a new future "**New Normal of Tourism**".

This roadmap will continue to promote the implementation of the Royal Government of Cambodia's policy on tourism development with quality, safety and sustainability, and turn the threat from COVID-19 into an opportunity for structural reform in the tourism industry towards a stronger, smarter and more effective institutional mechanism, accompanied by the launch of a sharp political program to rehabilitate and promote Cambodia's tourism sector. To seize the opportunity of this crisis, the Royal Government of Cambodia will take the year of 2021 as priority to transform Cambodia into a quality, clean, green, safe and sustainable tourism destination, which in turn supports the promotion of the competitiveness of Cambodia's tourism sector in the new context including to enhance the prestige of Cambodia "Kingdom of Wonder" on international stage.

ANNEX

Annex 1. Priority Program Project Table for Cambodia's Tourism Recovery (2020-2025)

1.1. Protect and promote the economy and employment in tourism sector in Cambodia

Project 1: "Travel Bubble and One Way/Two Way Closed-Loop Chartered Plane"

Summary Table of Project Section: Economic Protection and Promotion and Employment in Cambodia's tourism

No.	Project Title	Stakeholders	Budget Source	Priority of Time
C.1	Travel Bubble and One Way/Two Way Closed-Loop Chartered Plane	Tourists, Tour Operators, Tourism Services	State-Private	Priority 1 & 2
Project Locations Phnom Penh, Siem Reap province, Dara Sakor, and Preah Sihanouk province		Project Implementation Agencies - Ministry of Tourism - Ministry of Posts and Telecommunications - relevant ministries-institutions - Private Sector		
Method of Implementation: - Entering into agreements between Cambodia and major tourism destinations countries such as China, Japan, Korea, Thailand, Vietnam and Laos - Setting up fast tracking entry at the airports - Selecting of local Tour Operators in partnership with Tour Operators of target markets, etc.				
Background: Travel Bubble and One Way/Two Way Close-loop Chartered Plane is a form of travel in which tourists from any country can manage the COVID-19 crisis situation.		Composition of Project Implementation: - Developing SOPs of tourism packages of Travel Bubble and One Way / Two Way Close-loop Chartered Plane and creating safty tourism zone - Implementing of health safety and tourism safety measures - Building trust and confidence from the beginning to the end of the chain, especially mobile applications and technology for managing tourists (Tracking System).		
Objectives: Creating the project of Travel Bubble and One way / Two way close-loop Chartered Plane aims to attract tourists directly from safe destination countries to recover and enhance tourism sector based on the principles of bilateral or tripartite agreements.		Expected Results of Project: - Contributing to tourism and economic recovery during and after COVID-19 - Maintaining jobs and income of employees in the tourism at tourism destinations.		

Environmental and Social Impacts: This project doesn't have any social and environmental impact if strictly complied with SOP of the tour package as per Travel Bubble.	Duration: short-term implementation project (2021-2022) by the Ministry of Tourism in cooperation with tourism companies, Tour Operators and relevant institutions.	Project Budget: This project will use a total amount of approximately 200 thousand US dollars.
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Project 2: “Cambodia: The Implementation of Tourism Safety Measures Campaign for (2021-2023)”

Summary Table of Project
Section: Economic Protection and Promotion and Employment in Cambodia’s tourism

No.	Project Title		Stakeholders	Budget Source	Priority of Time
C.2	Cambodia: The Implementation of Tourism Safety Measures Campaign for (2021-2023)		Private Sector in the tourism, Small and Medium-Sized Enterprises, Tourism Communities, Ministry of Tourism, and local people	State and development partners	Priority 1 & 2
Project Locations		Project Implementation Agencies	Method of Implementation: Supporting documents include: 1. Law on Tourism; 2. Instructive Circular No. 004 សវណ្ណ, dated 04 June 2020 on the Implementation of Tourism Safety Measures During the Preventing of the COVID-19 Outbreak ; 3. Instructive Circular No. 013 សវណ្ណ, dated 04 June 2020 on the Implementation of Tourism Safety Measures for Tourism Communities and Ecotourism to Fight Against the COVID-19 ; 4. Prakas No. 081 ប្រក., dated 04 June 2020 on the Implementation of Tourism Safety Measures For Tourism Accommodation Service Business ; 5. Prakas No. 082 ប្រក., dated 04 June 2020 on the Implementation of Tourism Safety Measures for Waterway Tourism Transportation Business ; 6. Prakas No. 083 ប្រក., dated 04 June 2020 on the Implementation of Tourism Safety Measures for Road Tourism Transportation Business ; 7. Prakas No. 084 ប្រក., dated 04 June 2020 on the Implementation of Tourism Safety Measures for Tourism Resorts Business ; 8. Prakas No. 085 ប្រក., dated 04 June 2020 on the Implementation of Tourism Safety Measures for Restaurants and Tourism Canteens business.		
Phnom Penh Siem Reap And Preah Sihanouk provinces		Ministry of Tourism			
Background: In the situation of COV-19 outbreak, everyone is advised to adhere to some essential safety measures in both daily life and socio-economic activities, such as maintaining of hygiene and cleanliness, food safety and social distancing. The Ministry of Tourism has developed a “New Norms / Protocols” called “Tourism Safety Measures” for both existing and suspended business bases that have been suspended or closed when there is an authorization to reopen even if they may face some unfavorable factors such as: less visitors and higher operating costs still need to be implemented to ensure safety for all stakeholders, both visitors and staff.					
Objectives:			Composition of Project Implementation:		

This project has two objectives, including: 1. Participating in preventing the impact of the COVID-19 crisis on tourism sector 2. Participating in increasing economy movement by keeping tourism businesses viable and as well as continuing to participate in preventing and reducing the risk of contamination in tourism businesses.	Component 1 : Legal Standards that Support the Implementation 1. Developing Tourism Safety Measures for each service (14 measures in total) 2. Revising the Prakas on the Management and Licensing of Tourism for Each Service, Including Additional Benefits for Small and Medium-Sized Enterprises Tourism Business 3. Developing of procedures for the implementation of inspection and providing of label to ensure compliance with Tourism Safety Measures 4. Organizing a working group to inspect and provide label certified by municipal-provincial level 5. Implementation must be conducted to monitor and evaluate the results achieved every month Component 2 : Training, dissemination and public awareness 6. Capacity building for technical officers for national and sub-national practical implementation 7. Advertising on "Tourism Safety Measures" in the form of short videos (14 video clips), promotional articles or short interviews on television and social media, reports that reflect practical implementation examples, promotional cards and producing educational spots Component 3 : Label Review and Certification 8. Inspection of all tourism businesses in Phnom Penh, Siem Reap province and Preah Sihanouk province Component 4 : Supported by Technology 9. Setting up an online visitors data management system for tourism accommodation services www.accommodationregistrat.net 10. Organizing of visitors data management system (Telegram BOT) in tourism businesses.
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Environmental and Social Impacts: This project doesn't have any social and environmental impact.	Expected Results of Project: This project will encourage all tourism businesses to implement Tourism Safety Measures.	
	Duration: Implementing of short and medium term projects (2020-2023) by the General Department of Tourism Industry Management	Project Budget: This project will use a total amount of approximately 400 thousand US dollars.

Project 3: “Tourism Digital Literacy and Digital Skills Campaign (2021-2025)”

Summary Table of Project Section: Economic Protection and Promotion and Employment in Cambodia’s tourism

No.	Project Title	Stakeholders	Budget Source	Priority of Time
C.3	Tourism Digital Literacy and Digital Skills Campaign (2021-2025)	People, civil servants, employees in the tourism, youth, students, professors, experts and tourism communities	State-Private	Priority 1 & 2
Project Locations		Project Implementation Agencies	Method of Implementation:	
Municipality-Provinces		• Ministry of Tourism • Ministry of Industry, Science, Technology and Innovation • Ministry of Posts and Telecommunications • Cambodia 4.0 Center • Municipal-Provincial Administrations • Private Sector • Union of Youth Federations of Cambodia (UYFC)	Conducting campaigns of digital literacy and digital skills in the tourism, including: 1. Training programs include in-place training, mobile training, in-house training, on-the-job training, along with study tours and company internship 2. Ensuring that telecommunication and internet infrastructure are available in public places, towns, training venues and at tourism poles 3. Extending the provision of broadband internet service to priority tourism destinations 4. Developing E-Learning training programs via websites and mobile Apps, etc. 5. In cooperation with digital skills training institutions and other relevant partners	
Background:			Composition of Project Implementation:	
The Royal Government of Cambodia has set out in the Rectangular Strategy-Phase IV of the Sixth Legislature of the National Assembly to prepare for the adaptation to the Fourth Industrial Revolution as the Fourth Industrial Revolution are expressing the advancement of technology in the world which strongly influences the redefining of production factors, consumption behavior and economic structure, such as the			1. Training of trainers and focal persons on digital programs and skills 2. Vehicle requirements for implementation of mobile training in target municipality-provinces 3. Training can be conducted by category or group of learners, such as digital literacy programs for people, civil servants, employees of companies and organizations,	

use of Artificial Intelligence technology (AI), the use of robots , 3D printing, etc. and these technologies are making rapid changes in an unprecedented pace in the tourism industry. In particular, in the tourism, we need to think about the New Business Model to adapt to the actual socio-economic situation, in which 1) Businesses can be implemented digital solutions through the use of assistanting technology and 2) Strengthening capacity and quality, especially increasing productivity to be ready for more acute competition, narrower markets and shorter supply chains. To promote and enhance tourism sector in the recovery and preparation for a new future, the Ministry of Tourism will adopt a Digital Literacy and Digital Skills Campaigns (2021-2023).	vendors, students, and strengthening of digital skills for technology experts, professors, teachers and researchers. 4. Workshops, forums or talk shows on digital technology will also be organized to promote the sharing of knowledge, experiences related to the use of digital applications and the evolution of digital technology. 5. Awareness programs and dissemination of digital technologies by any means such as Facebook, Twitter, Youtube,... or presentations in educational exhibitions on television or other digital networks 6. Organizeing startups competition in the tourism and business startups funding 7. Developing an online learning system and self-study of digital literacy and digital skills and a system for managing digital literacy training 8. Setting out a digital literacy and digital skills campaigns in the tourism
Objectives: • Enhancing the digital ability of people, employees, officials, entrepreneurs, vendors, workers, students and Cambodian youth, Participating in the development of Cambodia towards a digital economy and support the agendas implementation of the Sustainable Development Goals (SDGs) 2030 and the Rectangular Strategy-Phase IV of the Sixth Legislature of the National Assembly • Strenthening capacity and incrasing productivity of tourism businesses to compete in new contexts (after the COVID-19)	Expected Results of Project: 1. Increasing competitiveness in the tourism 2. Integration of tourism in the context of Industry 4.0 3. Improving the digital capabilities of people, civil servants, employees in the tourism, youth, students, professors, experts and tourism communities 4. "Toward 2023: Approximately 400,000 tourism industry employees (50% of the tourism industry workforce) and obtained at least basic digital skills training" including : • 20,000 persons in 2021 • 80,000 persons in 2022 • 100,000 persons in 2023 • 100,000 persons in 2024

	• 100,000 persons in 2025.	
Environmental and Social Impacts: This project helps to reduce environmental and social positive impacts by increasing environmental awareness using digital systems.	Duration: short-term and medium-term implementation (2021-2023) by the Ministry of Tourism, Ministry of Industry, Science, Technology and Innovation, Ministry of Posts and Telecommunications, Municipal-Provincial Administrations, Cambodia 4.0 Center, Union of Youth Federations of Cambodia (UYFC) and private sector.	Project Budget: This project costs approximately: • US\$300 thousand in 2021 • US\$1million in 2022 • US\$1,5 million in 2023 • US\$1,5 million in 2024 • US\$1,5 million in 2025 (staff training costs US\$15 per employee.

Project 4: “Economic Leakage Reduction in Tourism”

Summary Table of Project Section: Economic Protection and Promotion and Employment in Cambodia’s tourism

No.	Project Title		Stakeholders	Budget Source	Priority of Time
C.4	Economic Leakage Reduction in Tourism		Tour Operators and Local People	State and development partners	Priority 1, 2 and 3
Project Locations		Project Implementation Agencies	Method of Implementation:		
Phnom Penh, Siem Reap and Preah Sihanouk provinces		• Ministry of Tourism, • Ministry of Agriculture, Forestry and Fisheries, • Ministry of Industry, Science, Technology and Innovation, • Ministry of Posts and Telecommunications • Phnom Penh City Hall, Siem Reap and Preah Sihanouk provinces, • Craftsmen and farmers • Development partners, • Tour Operators (hotels, restaurants, tourists guides ...)	1. Establishing intermediaries to coordinate and facilitate between Tour Operators and local producers 2. Creating outstanding craftsmen and farmers network who receive green and creative tourism labels 3. Creating a label for local products using (reputation) 4. Identifying potential partners who are the main actors in this project (rural communities, NGOs, etc.) 5. Strengthening the Green Belt project in other districts 6. Establishing a platform to connect demand and supply of local products 7. Inspecting and monitoring of market through digital platform 8. Promoting and developing brands through training, technology transfer, consulting, supporting farmers and craftsmen in their activities, ensuring product quality and assisting activities in the installation and promotion of local brands, etc. 9. National and international communication activities to develop the brand, including the promotion of the Samdech Techo Prime Minister Tourism Eco-Business Award in the tourism with outstanding standards using local products.		

Background: Based on the Royal Government of Cambodia's policy on poverty reduction, Cambodia's tourism is considered to have been playing an important role in promoting local economic development and reducing poverty effectively. Meanwhile, taking socio-economic benefits of tourism are still limited, in which the economic fragility is still around 30% -35%. In contrast, Siem Reap and Preah Sihanouk provinces and Phnom Penh have great potential that can be designed or developed to take advantage of the economic and social benefits of tourism by creating interactions between tourism, agriculture, handicrafts and souvenirs and creative industries.	Composition of Project Implementation: 1. Promoting the use of local agricultural products serving the Cambodia's tourism industry by ensuring quality, reliable and sustainable domestic supply. 2. Promoting processed handicrafts and creative industries (especially souvenirs) serving tourism 3. Promoting food industry sector (Gastronomy) of local people serving tourists 4. Promoting the provision of accommodation in the home of community people and in community homes. 5. Creating quality label for local products (reputation) 6. Promoting Samdech Techo Prime Minister Tourism Eco-Business Award for those who are outstanding in the promotion of local products	
Objectives: This project will maximize the socio-economic benefits of tourism: • Establishing the Green Belt • Providing benefits to people in rural areas through economic influence from tourism sector • Creating interactions between tourism sector, agriculture, handicrafts and souvenirs and creative industries	Expected Results of Project: 1. Increasing income for local people by doing a business serving tourists 2. Increasing the satisfaction of tourists by using local products 3. Promoting creativeness, innovation and creative industry 4. Developing of local economy that contributes to increasing the share of the tourism industry in Siem Reap province, Preah Sihanouk province and Phnom Penh	
Environmental and Social Impacts: This project doesn't have any negative social and environmental impacts	Duration: Short, Medium and Long-Term Implementation (2021-2025) in cooperation with the tourism operator, rural communities and development partners.	Project Budget: This project will use a total amount of approximately 1,5 million US dollars.
Other related projects: 1. Samdech Techo Prime Minister Tourism Eco-Business Award competition for those who are outstanding in the use of local products 2. Green Belt project in Banteay Srei district, Angkor Area GIZ, etc.		

Project 5: “Establishment of the National Vocational School in Tourism (Siem Reap and Mondulkiri Provinces)”

Summary Table of Project

Section: Supporting and Promoting the Economy and Employment in Cambodia’s tourism

No.	Project Title	Stakeholders	Budget Source	Priority of Time
C.5	Establishment of the National Vocational School in Tourism (Siem Reap and Mondulkiri Provinces)	People, Tourists and Tour Operators	State	Priority 3
Project Locations Cultural Tourism City Area (Siem Reap City) and Mondulkiri Province		Project Implementation Agencies - Ministry of Tourism - Ministry of Economy and Finance - National School for Tourism Vocational Training		
Background: Nowadays, there are relevant tourism vocational schools, such as: - Hospitality and Tourism Training Organization (EGBOK) - Regional Polytechnic Institute Techo Sen Siem Reap - University of Southeast Asia Siem Reap - Sala Bai Hotel and Restaurant School - Paul Dubrule Hotel and Tourism School - Dream Training Center - Pour un Sourire d'Enfant (PSE) However, the provision of training by the above training centers / schools has not yet met the market demand for employment in tourism in Siem Reap province, and especially in Mondulkiri province, there is still a lack of National School for Tourism Vocational Training.		Method of Implementation: - Establishing National School for Tourism Vocational Training with high quality in Siem Reap and Mondulkiri provinces - Identifying potential partners for the process of the National School for Tourism Vocational Training - Estimating the cost and operation availability of the National School for Tourism Vocational Training - Finding partners for the process of the National School for Tourism Vocational Training (both technical and financial).		
Objectives:		Composition of Project Implementation: In compliance with the spirit of Sub-Decree No. 148 នរត្តម.០៣, dated 22 October 2015 on the Organization and Functioning of the Tourism Vocational School: - Developing soft infrastructure on the organization of the National School for Tourism Vocational Training: - Organizing national and ASEAN training programs that meet the needs - Determining the school's economic model (school fees per level, public budget, income generation activities, annual students flow, number of trainers to be recruited, etc.) and continuously determining the budget requirements. - Organizing school governance - Building design and equipment list to meet training needs - Developing hard infrastructure (school construction) in accordance with the architectural plan		
		Expected Results of Project:		

The objectives of the establishment of the National School for Tourism Vocational Training are as follows: • The National School for Tourism Vocational Training plays an important role in responding to the growing demand for human resources in tourism, especially training and capacity building of Cambodian youth and providing opportunities for Cambodian youth (especially poor youth) to build their future by grabbing a career as a tourism expert both in the country and in the ASEAN Mobility which is a factor contributing to poverty reduction. • The National School for Tourism Vocational Training shall provide quality training in accordance with the curriculum standards and national and ASEAN qualification frameworks. • Providing opportunity for tourism vocational training with decent price for poor youth and students to receive vocational training in line with the concept of “Education for All” • Strengthening the supply of current training related to capacity • Creating new training courses in accordance with the tourism profession in a new context • Developing tourism vocational skills • Improving the quality of tourism services in order to improve the satisfaction of tourists.	1. Providing quality training in accordance with curriculum standards and national and ASEAN qualification standards and developing resources with tourism skills to meet the needs of tourists in 2035 (quality tourism) 2. Can provide opportunities for young people, students at all levels (and poor youth can also obtain training at a reasonable price)	
Environmental and Social Impacts: This project doesn’t have any negative social and environmental impacts	Duration: Long-term implementation (2023-2025) by the Ministry of Tourism and National School for Tourism Vocational Training.	Project Budget: This project will use a total amount of approximately US\$12 million.
Reasons: The requirement of establishing the National School for Tourism Vocational Training in Siem Reap province and Monduliri province shall be complied with Siem Reap Tourism Development Master Plan (2020-2035) and Monduliri Provincial Tourism Development Master Plan (2020-2035).		

Project 6: “Tourism Satellite Account (TSA) Project “

Summary Table of Project

Section: Supporting and Promoting the Economy and Employment in Cambodia’s Tourism

No.	Project Title		Stakeholders	Budget Source	Priority of Time
C.6	Tourism Satellite Account (TSA) Project		Tourists, Tour Operators, tourism services, Ministry of Tourism, Municipal-Provincial Administrations and partner organizations	State	Priority 1 & 2
Project Locations		Project Implementation Agencies	Method of Implementation: 1. The Ministry of Tourism shall be responsible for implementing the projects in cooperation with relevant institutions 2. Establishing CTO and TSA management structure 3. Organizing CTO and TSA implementation method and procedures 4. Enforcing the activities of the CTO and TSA 5. Developing support and monitoring mechanisms		
Municipality-Provinces		• Ministry of Tourism • Tourism Associations • Tour Operators • Ministry of Posts and Telecommunications			
Background: Currently, international tourism statistics are collected through international checkpoints implemented by the General Department of Immigration, but for domestic and international tourism, there is no specific collection. Data collection is carried out occasionally when there is festival by the Municipality-Provinces Department of Tourism. Therefore, in order to collect accurate data, management and collection of data with a clear, regular and accurate structure about tourism trends and tourism data must be in place to organize strategic plan and develop in the tourism.			Composition of Project Implementation: 1. Developing organizational structure and functioning of the CTO 2. Developing CTO implementation procedures and method 3. Organizing CTO officials and staff 4. Providing training and technical assistance in establishing and implementing the work of CTO and TSA 5. Conducting detailed consultations with experts and relevant institutions directly to review current tourism status and tourism-related data available for system compilation. 6. Providing training and technical assistance in developing and implementing various surveys that need to be done to obtain primary data that respond to the defined data gaps. 7. Providing careful training to government officials-related persons in compiling data system. These may include training workshops on CTO and TSA system design. 8. Developing methods for disseminating statistical data through monthly newsletters, statistical reports, graphics and online information to help both the public and private sectors understand about tourism and more tourism activities, the support available from the government and private sector will increase to fund tourism statistics purposes.		

Objectives: The establishment of the TSA systems aims to provide important and necessary information on tourists, tourism products, tourism services, experiences and, in particular, the analysis of tourism data to develop strategies, tourism development strategic plans and as well as provide a basis for the decision on strategic options to effectively manage Cambodia's tourism.	Expected Results of Project: 1. Capacity of CTO and TSA officials and staff and technicians from various institutions to be responsible for collecting, analyzing and compiling primary data on both demand and supply in the tourism to improve and strengthen the national tourism statistics system 2. Obtaining systematic and regular tourism statistical data by tourism destinations for monitoring the development of tourism sector at the destinations 3. Participating in the decision-making in setting out the national development strategies in the tourism
Environmental and Social Impacts: This project doesn't have any negative social and environmental impacts	Duration: short-term and medium-term implementation (2020-2023) by the Ministry of Tourism in cooperation with relevant institutions-ministries. Project Budget: This project will use a total amount of approximately US\$1 million

1.2. Promote the Cambodian Tourism Market

Project 7: “Feasibility Study of Angkor Heritage Development: Smart Tourist Destination”

Summary Table of Project Section: Cambodia’s tourism Marketing Promotion

No.	Project Title	Stakeholders	Budget Source	Priority of Time
C.7	Feasibility Study of Angkor Heritage Development: Smart Tourist Destination	Tourists, management staff in Angkor Area	State	Priority 1 & 2
Project Locations		Project Implementation Agencies		
Angkor Area (Siem Reap province)		Method of Implementation: 1. Studying and organizing supporting facilities of network and telecommunication system in Angkor Wat Area 2. Selecting this high-tech service provider 3. Enforcing various technology projects and promoting the management and provision of practical services to tourists, such as the use of technology to facilitate the flow of visitors and manage tourists storage capacity in each temple with implementing activities as follows: • Buying or renting equipment (E-Gate) to manage the flow of visitors at each temple • Installing of voice guides on SMARTPHONE or TABLET in Khmer and foreign languages at each temple (using AR / VR digital technology;...)		
Background: In order for Angkor Area to be a smart tourism destination, it is important to know how to process tourism products through technology and to attract new tourists, especially to attract existing tourists for the second and subsequent return. With the rapid development of technology, it has provided tourists who use tourism services the immediate satisfaction and in accordance with their respective characteristics (Contact-Based, Nowness and Real-Time Service, and Personalization) to provide up-to-date services as the growth of technology has led to changes in the business model in tourism sector and changes in the needs of tourists.		Composition of Project Implementation: 1. Organizing of Outdoor Eco-meter LED Display in front of Angkor Wat, Bayon and Ta Prohm temples and mobile App for tourists 2. Arranging technological facilities, such as setting up a tourism information center (Parvis) for cultural tourism destinations, especially Angkor Wat, and building a modern museum (with Virtual Reality Theater) at the tourism information center (Parvis) or pre-visit location. 3. Ensuring Free Wi-Fi in public places in Siem Reap town and Angkor heritage tourism sites and at major tourism destinations in Siem Reap province (short term) 4. Providing electronic means (Electronic)		

Objectives: • Diversifying products and services in Siem Reap province through modern technology • Providing unique and new experiences to tourists by strengthening of technology	Expected Results of Project 1. Increasing tourism competitiveness in Siem Reap province 2. Siem Reap province tourism integration in the context of Industry 4.0 in Angkor Area 3. Increasing the capacity of digital tourism promotion
Environmental and Social Impacts: This project does not have an impact on society and the environment.	Duration: Short and medium term implementation (2021-2023) by Apsara Authority, Angkor Institution, Ministry of Tourism, Ministry of Post and Telecommunications and private sector. Project Budget: This Project Budget will be determined later (TBD).
Others: Apsara Authority is preparing to have a mobile phone antenna in the Angkor-Siem Reap Heritage Tourism Site.	

Project 8: “Chong Khneas’s Tourism Port Improvement Project”

Summary Table of Project Section: Cambodian Tourism Marketing Promotion

No.	Project Title		Stakeholders	Budget Source	Priority of Time
C.8	Chong Khneas’s Tourism Port Improvement Project		Tourism Communities, Tourism Operators and tourists	State-Private	Priority 1 & 2
Project Locations		Project Implementation Agencies	Method of Implementation:		
Tonle Sap lake region (Siem Reap Province)		- National Tourism Development Committee - Siem Reap Provincial Administration - Ministry of Tourism	- Preparing Chong Kneas Tourism Port in accordance with Tourism Port Standard (This Tourism Port Development has been required a Development Master Plan accompanied by detail architecture plan) - Equipping with tourism rehabilitation, supporting this tourism port, especially arranging for guests to relax and eat, etc. - In addition to tourism services, there must be new tourism products (including the need to establish the -Maison de Tonlé Sap)		
Background:			Composition of Project Implementation:		
Tonle Sap Lake is one of the largest freshwater lakes in the world, taking about 25 minutes (15 km) to the south of Siem Reap. At Tonle Sap Lake, there is a small tourist boat service operated by local people and visiting floating fishing villages. The Tonle Sap Lake region has high potential for natural eco-tourism and high ecotourism. From an "ecotourism" perspective, this area could be the basis for the development of a "ecotourism village". A great spot for sightseeing of the Tonle Sap Lake and surrounding area is the peak of Phnom Krom. In addition, on the top of Phnom Krom, there is an attractive ancient temple, an area with a history of construction, location and unique style. to enhance the beauty and increase the attractiveness, roadmap proposes to turn Phnom Krom into an attractive tourist destination, an important entrance.			- Improving tourism ports to make it easier for tourists and manage the order of boats in accordance with the standard; - Establishing a garden (green area) at Chong Khneas Port; - Preparing the administrative building to work and manage the tourism port area; - Building restaurants to serve tourists (luxury high level); - Building advanced vacation homes ; - Establishing community markets (to sell local products and night markets); - Establishing Gas Stations; - Establishing the Tonle Sap Museum (Maison de Tonle Sap) using modern digital technology (AR; VR...) that incorporates the content of the Fisheries Museum: Fishing has been a traditional activity of the Cambodian people since a long time ago, meaning that fish is the main food source. In this sense, the presentation of different fishing techniques can provide new experiences for international tourists, etc. ; - Establishing a tourist information center; - Establishing a coffee shop; - Establishing a parking lot of tuk-tuk, motorbikes, bicycles, family car park and bus stop.		

	12. Improving tourism boat services in accordance with tourism boat standards, etc.	
Objectives: Improvement of Phnom Krom Tourism Port (Chong Khneas) has Objectives: • Diversifying tourism products to increase the length of stay (at least one more day compared to the current one) ; • Enhancing the Tonle Sap as an attractive natural tourism area ; • Managing the flow of tourism in the Tonle Sap region by turning it into a magnet to attract other Tourism Communities in the Tonle Sap Lake area; • Developing tourism with responsibility.	Expected Results of Project: 1. Can extend the stay of tourists through establishing a waterway tour using the Tonle Sap Lake (Chong Khneas Tourism Port) as a link connecting tourist sites in the Tonle Sap region; 2. Increasing income for local people by doing business to serve tourists; 3. Through this new tourism diversification, it will be able to attract more tourists; 4. Turning this area into a sustainable tourism area ; 5. Contributing to the conservation of Tonle Sap ecosystem biodiversity; 6. Ensuring cleanliness, hygiene, reduce water pollution ; 7. Managing a tourism port with style and long-term sustainability. 8. Diversity of tourism activities.	
Environmental and Social Impacts: This project does not have environmental and social impacts.	Duration: Short-term and medium-term implementation (2021-2023) by National Tourism Development Committee and Administration of Siem Reap Province and private investors.	Project Budget: This Project Budget will be set next time (TBD).
Reasons: Siem Reap Province has special points required new tourism development with quality to meet the needs of tourists in the future. Phnom Krom area (Chong Khneas) is a key point (entrance) for sustainable tourism development in the Tonle Sap region.		
Other related projects: Xu Jing company is now licensed to invest in Chong Khneas region.		

Project 9: “Pedestrian Area Planning Project in Siem Reap, Phnom Penh and Sihanouk”

**Summary Table of Project
Section: Cambodian Tourism Marketing Promotion**

No.	Project Title		Stakeholders	Budget Source	Priority of Time
C.9	Pedestrian Area Planning Project in Siem Reap, Phnom Penh and Sihanouk		Tourists, Private Sector, Local People	State Private Sector and development partners	Priority 1 & 2
Project Locations		Project Implementation Agencies	Method of Implementation: Identify priority road locations and study to improve and design infrastructure and implement / launch with consideration of development of tourism rehabilitation to support the establishment of pedestrian areas.		
Siem Reap Province, Phnom Penh and Preah Sihanouk province		Municipal-Provincial Administrations Ministry of Tourism			
Background: The organization of pedestrian tourism sites, which city pedestrian activities is currently very attractive for local and international tourists, but the problems with the organization of pedestrian tourism sites are still remaining, including: Small road size, encroachment of right of way from local people, business owners and construction of old buildings, road infrastructure system, traffic direction shall be improved and rearranged, etc. What is more special to make the city more attractive and warmer to tourists: food, accommodation, entertainment events, art and shopping ... are collected in one area.			Composition of Project Implementation: Establishing one tourism pedestrian area in Phnom Penh, one in Preah Sihanouk Province and another one in Siem Reap Province. In order to have a pedestrian area, consider: • Improving street beauty; • Developing road tourism rehabilitation; • Facilitating pedestrian tourists; • Establishing tourism and trade activities along the target roads; • Organizing order along tourist streets; • Ensuring traffic safety for city tourism; • Providing experience for pedestrian tourists; • Opportunity to promote Cambodian cultural tourism; • Creating a model pedestrian tourist site in Cambodia; • Facilitating the business of people in all corners of the streets in this region; • Established tourist sites with clear logos.		

Objectives: Producing attractive city tourism products (Urban Tourism) for Phnom Penh, Siem Reap and Preah Sihanouk Provinces.	Expected Results of Project: 1. Can extend the stay of tourists ; 2. Increasing additional attractiveness for the city tourism, especially at night time ; 3. Turning this area into a sustainable tourism site ; 4. Organizing infrastructure in the city more orderly and beautiful pleasing in the urban area ; 5. An area with a clear urban tourism identity.	
Environmental and Social Impacts: This project will have the least negative impact on society and the environment.	Duration: short-term and medium-term implementation (2021-2023) by National Tourism Development Committee, Ministry of Tourism, administration of Municipality-Provinces and private investors.	Project Budget: The project of pedestrian area development in Phnom Penh, Siem Reap and Preah Sihanouk provinces will be defined next time (TBD).

Project 10: “Establishment of Cambodia Pass”

Summary Table of Project Section: Cambodian Tourism Marketing Promotion

No.	Project Title	Stakeholders	Budget Source	Priority of Time
C.10	Establishment of Cambodia Pass	Tourists, Private Sector, Students, Professor and Civil servants	State-Private	Priority 1
Project Locations		Project Implementation Agencies	Method of Implementation:	
Municipality-Provinces		- Ministry of Tourism - Sub-National Administration, Private Sector	- Establishing a partnership for the main actors to launch this Tourism Pass Project of Cambodia; - Launching and developing a technology system for managing and supplying Cambodia Pass and the use of QR-Code - Getting a Pass - Buy it at a tour company or travel agency - At the airport - Tourism Information Counter - At partner hotels and online - Running Pass - Show the card at the partner transportation at the resort or tourism destination you have reached.	
Background: Cambodia Pass is a digital pass that collects tourism destinations and destination rehabilitations that provide an excellent, convenient and attractive way for tourists to travel. This pass will also help control the flow of tourists. To attract tourists to use this pass, there must be discounts, facilitate the purchase of tickets in order to visit various resorts, add travel tickets and discounts on various tourism services. Cambodia Pass is a package card for a visit in cities, resorts and entertainment venues in the Kingdom of Cambodia that provide international tourists, especially individual tourists with a comprehensive tour program that			Composition of Project Implementation: Structure of Cambodia Pass - Ministry of Tourism - Resorts - Entertainment place - Transportation Company - Tourism Services / Tourism Rehabilitation - tourists - Manage and organize some new trips through partners in cooperation with private sector.	

saves time, money and stress in response to the need for an experienced traveling.	• Use digital technology to organize innovative tour packages that make it convenient for tourists without having to wait for tickets or travel directly to tourism destinations.	
Objectives: • Promoting the internal tourism flow to various destinations in the Kingdom of Cambodia; • Providing convenience for individual tourists to choose an individual tour; • Increasing the promotion of Cambodian tourism products;	Expected results of the project: This Cambodia pass will provide positive results in the future, including: 1. Assisting in management and flow of tourists throughout Cambodia (, that is to promote internal tourism flow); 2. Assisting in resorts, entertainment venues, transport companies or other service providers in Cambodia to get benefits from this internal tourism flow; 3. Increase tourism revenue, especially for local operators who are partners in Cambodia pass. 4. Better manage the flow of existing tourists by sharing international tourists to tourism destinations across the country.	
Environmental and Social Impacts: This project doesn't have any negative social and environmental impacts	Duration: short-term implementation (2020-2021) by the Ministry of Tourism and Private Sector.	Project Budget: This project will use a total amount of approximately US\$300,000 (three hundred thousand US dollars)
Reasons: In order to find ways to facilitate the travel of international tourists in Siem Reap Province, Phnom Penh, Preah Sihanouk province and other areas of Cambodia and the implementation of the action plan to promote tourism to attract tourists, especially to promote the internal tourism flow and as well as to attract individual international tourists.		

Project 11: “Develop physical infrastructures (Roads are privilege) and including water, electricity, sewerage, and environmental management (especially garbage) to promote Domestic Tourism Movement to Tourist Attractions”

**Summary Table of Project
Section: Cambodian Tourism Marketing Promotion**

No.	Project Title	Stakeholders	Budget Source	Priority of Time
C.11	Develop physical infrastructures (Roads are privilege) and including water, electricity, sewerage, and environmental management (especially garbage) to promote Domestic Tourism Movement to Tourist Attractions	People, Tourists, Tourism Operators State sector and Private Sector	State-development partners	Priority 1
Project Locations		Method of Implementation: 1. Prioritizing road locations and study, improve and prepare infrastructure and implement / launch with regard to pedestrian tourist roads for division of car travel, roads for motorbikes, roads for bicycles, roads for disable people, tourism parks, equipping (tourism facilities and some (facilities) that serve the tourism sector. By complementing and matching with the plan and technical plan of the provincial authority, Ministry of Land Management, Urban Planning and Construction and related institutions. 2. Improving the condition of national roads in Siem Reap City, Preah Sihanouk and Phnom Penh; 3. Studying the impact and potential of each infrastructure to make it easier to evaluate and set out technical standards in proportion to use. 4. Determining the scope of work and the use of budget		
Project Implementation Agencies				
Municipality-Provinces	• Municipal-Provincial Administrations • Ministry of Public Works and Transport • Ministry of Tourism • Ministry of Rural Development • Ministry of Environment • Ministry of Post and Telecommunications • Ministry of Agriculture, Forestry and Fisheries			
Background: Infrastructure to tourism resorts is often raised by people, tourists, tourism operators and stakeholders about road issues, especially rural roads connecting to important tourism resorts (ecotourism areas).		Composition of Project Implementation: 1. Strengthening and prepare roads connecting to major tourist sites (especially ecotourism resorts). 2. Improving the infrastructure situation in tourist cities, especially in Siem Reap City, Sihanoukville and provinces that are tourism destinations of secondary city, including but not limited to: Battambang, Kratie, Kampot, Kep, etc.		

Objectives: • Increase the attractiveness of tourism to potential tourism resorts • Increase the attractiveness of urban tourism.	Expected Results of Project: 1. Making it easy to travel to tourism resorts 2. There are clean and attractive road infrastructures in the city as a priority destination	
Environmental and Social Impacts: This project has minimal impact on the environment and society, and this project will benefit the environment, society and economy after the completion of the project.	Duration: Short-term, medium-term and long-term implementation (2021-2025) by the Ministry of Rural Development, National Tourism Development Committee, Municipal-Provincial Administrations and relevant ministries-institutions.	Project Budget: This Project Budget will be set next time (TBD).
Reasons: Improving the infrastructure of Siem Reap, Sihanoukville and Phnom Penh is an important factor to build more reputation and diversify tourism products (Urban Tourism) for promotion in the national and international markets and in line with the slogans and campaigns that the Ministry of Tourism has been setting out and to address the challenges raised by people, tourists, tourism operators and stakeholders.		

Project 12: “Development of Self-driving Tourism”

Summary Table of Project Section: Cambodian Tourism Marketing Promotion

No.	Project Title		Stakeholders	Budget Source	Priority of Time
C.12	Development of Self-driving Tourism		Tourism Operators	State-Private	Priority 1 and 2
Project Locations		Project Implementation Agencies	Method of Implementation: 1. Establishing a Tourist Assistant Center at the International Border Checkpoint (especially at the International Checkpoint with Thailand, Vietnam and Laos); 2. Facilitating cross-border bus travel at the International Checkpoint to the Kingdom of Cambodia; 3. Developing a mobile application (APP) to show travel information for international tourists to the Kingdom of Cambodia, connecting to other major tourism destinations in the country linked to the system of (GPS) or (Google Map); 4. Equipping with sign board for local and international tourists; 5. Improving access roads to tourism destinations; 6. Promoting and market self-driving tourism for both local and international tourists from ASEAN countries.		
Municipality-Provinces		- Ministry of Tourism - Ministry of Public Works and Transport - Ministry of Posts and Telecommunications - Municipal-Provincial Administrations - General Department of Immigration			
Background: Nowadays, tourists like to travel on the streets linking to the entertainment on the streets, tourists can take photos and have fun to visit the resort area in the destination area, so the road map suggests to facilitate provide travel for tourists from neighboring countries, especially by road to tourists from ASEAN countries by facilitating the use of cars in and out of the Kingdom of Cambodia, accompanied by the facilitation of travel visas by being able to use the Border Pass and be able to drive your own car.			Composition of Project Implementation: 1. Including advertisements of tourism products and tourism destinations along tourism roads to tourists 2. Road stations shall be built along the tourism roads and many other roads, especially the connection from (Phnom Penh-Siem Reap) and / or (Phnom Penh-Sihanoukville) and / or (Siem Reap-Battambang) or (Siem Reap - Poipet) and / or (Siem Reap - Preah Vihear - Steung Treng) etc. 3. Continuing to strengthen traffic safety through technical inspections, comply with transport standards and safety standard roads. 4. Facilitating travel: All roads linked to all tourism destinations must have signs and directions. 5. Strengthening traffic management plans at tourism destinations, in this sense shall: - Strengthening the proper implementation of traffic laws and shall provide information related to the content of traffic law implementation to tourists; - Strengthening parking at Provinces-Cities 6. Facilitating the procedure for getting in and out of tourist cars to Siem Reap Province more easily. 7. Should have (entry-exit card) to facilitate the travel of international tourists.		

Objectives: - To increase the attractiveness of the above tourism roads, as well as to attract self-driving tourists as part of the “Asian for Asian” campaign, it is necessary to facilitate and increase the attractiveness of tourism. - Promote the internal tourism flow.	Expected Results of the Project: - This road network connection will serve the strategy of supporting Self-Driving Tours from ASEAN countries who wish to take a scenic road trip for fun and sightseeing, especially the tourists from Thailand, Vietnam and Laos. - Better internal connectivity and improve the domestic tourism flow, as well as strengthening the domestic tourism flow, which is more supportive for domestic economic flow.	
Environmental and Social Impacts: This project doesn’t have any negative social and environmental impacts	Duration: Short-term and medium- term implementations (2021-2023) by the National Tourism Development Committee , Ministry of Tourism and relevant ministries-institutions.	Project Budget: This Project Budget will be set next time (TBD).
Reasons: Currently, Cambodia has good road connections to tourism destinations, which has the potential to develop self-driving tourism better and be able to attract tourists from neighboring countries, ASEAN members (especially from Thailand, Vietnam and Laos) to visit more Municipality-Provinces.		

Project 13: “Clean Up Cambodia Campaign: To Welcome SEA Game-2023 Event”

Summary Table of Project Section: Cambodian Tourism Marketing Promotion

No.	Project Title	Stakeholders	Budget Source	Priority of Time
C.13	“Clean Up Cambodia Campaign: To Welcome SEA Game-2023 Event”	People, Tourists, Tourism Operators State and Private Sector	State-development partners	Priority 1 and 2
Project Locations		Project Implementation Agencies		
Rong island, Angkor Area		Method of Implementation: 1. Establishing “Free Plastic Zone” campaign at Angkor Area and Rong island; 2. Establishing a “Clean Cambodia” Development Campaign at Provinces-Cities as a Priority Tourism Destination (Phnom Penh, Preah Sihanouk province, Siem Reap Province and target provinces of organization of SEA Game 2023); 3. Establishing tourism parks.		
Background: Waste management is a complex issue involving storage, collection, transportation and overall management. Population growth and tourism development are causing an increase in consumption for people and tourists, but the state of waste management is not yet in line with those developments, which could be affected due to improper waste disposal. In addition, collection, cleaning, transportation and waste management are weak and not yet suitable for provinces with tourism potential. These factors degrade the environment, hygiene, aesthetics and landscape, which are important fields for the tourism environment. Therefore, consideration of clean and green is the key to attract current and future tourists.		Composition of Project Implementation: 1. Campaign to prevent the throwing away the wastes openly and the collection of wastes scattered on public roads, sewers, streams, tourism resorts at Provinces-Cities as a priority tourism destination; 2. Organizing the "Clean Cambodia" development campaign; 3. Organizing “Free Plastic Zones” Campaign in Angkor Area and Rong island; 4. Establishing "tourism parks" at Provinces-Cities as a priority tourist destination.		
Objectives: To increase the attractiveness of tourism, Cambodia is a "clean and green" tourist destination and a new habit after COVID-19.		Expected Results of the Project: 1. Angkor Area and Rong island are more attractive to tourists 2. Clean and green form a new habit for Cambodian Tourism after COVID-19.		

Environmental and Social Impacts: This project provides positive results for society and environment.	Duration: This project is a short-term and medium-term implementation (2021-2023) by the Ministry of Tourism, Apsara National Authority, Ministry of Environment and development partners.	Project Budget: This project will use a total amount of approximately US\$100,000 (one hundred thousand US dollars.)

Project 14: “Strengthening the promotion of domestic tourism information and the establishment of Tourist Information Centers at Provinces-Cities”

**Summary Table of Project
Section: Cambodian Tourism Marketing Promotion**

No.	Project Title		Stakeholders	Budget Source	Priority of Time
C.14	Strengthening the promotion of domestic tourism information and the establishment of Tourist Information Centers at Provinces-Cities		People, Tourism Operators, Tourists, Private Sector and relevant ministries-institutions	State-Private	Priority 2
Project Locations		Project Implementation Agencies	Method of Implementation: 1. Developing all means of tourism information promotion, especially through digital system ; 2. Establishing tourism information centers in accordance with the general standards in 25 provinces-cities. 3. Establishing a mechanism for sustainable management of tourism information centers under the PPP format. 4. Identifying potential partners, Tourism Operators for collaboration in promoting information.		
Municipality-Provinces		- Ministry of Tourism - Municipal-Provincial Administrations - Tourism Operators			
Background: Currently, tour operators and tourists cannot get comprehensive tourist information from the Department of Tourism and the medias. Therefore, in order to increase the promotion of the road map, it is proposed to strengthen the promotion of local tourism information and the establishment of tourism information centers in accordance with the standards at Provinces-Cities, in order to make it easier for tourism operators, national and international tourists to easily receive tourism information.			Composition of Project Implementation: 1. Increasing the efficiency of promoting information by all means; - Create online and digital tourism information media - Preparation of documents, tourism promotional videos throughout Municipality-Provinces; 2. Construction of tourism information centers at Provinces-Cities shall comply with the standard; 3. Preparing a management system for local tourism exhibition centers 4. Modernizing local tourist information centers at Provinces-Cities - Setting up tourism information providing system - Preparing to equip technology equipment to serve the promotion of tourism information, etc.		

Objectives: Strengthening the promotion of local tourism information and the establishment of tourism information centers at Provinces-Cities has objectives: • Urging the local tourism flow by providing adequate and clear tourism information; • Increasing internal tourism flow;	Results of the Project: 1. Creating efficiency in promoting tourism information to Tourism Operators and National and International tourists; 2. Tourism Operators and tourists are easy to find tourism information; 3. Tourism information officer has the ability and management techniques to disseminate tourism information; 4. Participating in promoting and attracting tourists to Cambodia and traveling.	
Environmental and Social Impacts: This project doesn't have any negative social and environmental impacts	Duration: Medium-term implementation (2022-2023) by the Ministry of Tourism.	Project Budget: This project will use a total amount of approximately US\$4,000,000-5000,000 (four million to five million US dollars)

Project 15 : “Visit Cambodia Year 2022-2023”

Summary Table of Project Section: Cambodian Tourism Marketing Promotion

No.	Project Title	Stakeholders	Budget Source	Priority of Time
C.15	Visit Cambodia Year 2022-2023	Tourists, Private Sector, and Government	State-Private	Priority 2
Project Locations		Project Implementation Agencies		
Phnom Penh, Siem Reap, Preah Sihanouk and other target provinces		- Ministry of Tourism, - Ministry of Information - Ministry of Foreign Affairs and International Cooperation - Private Sector - Municipal-Provincial Administrations		
Method of Implementation:		- Looking for collaborative partners from the Private Sector to organize tourism events (culture, sports,) - Establishing a State-Private Team for the Cambodia Tourism Year Campaign - Preparing an Action Plan of organizing events, compile in years to visit Cambodia, etc.		
Background: To recover and promote Cambodian Tourism after COVID-19 crisis, Cambodian Tourism requires high-level tourism urge and promotion, especially in the post-COVID-19 phase. Therefore, the Ministry of Tourism should set 2022-2023 as the year to visit Cambodia, especially 2023, when Cambodia organizes a huge sports tourism event (SEA Game-2023).		Project Implementation Activities: - Organizing tourism events - Organizing events planned in early 2020, such as marathon events, Mozart events in 2021, etc. - To be ready to prepare major events in 2022 such as ASEAN Summit, Tourism Forum. - ASEAN (ATF), organization of the congress of the most beautiful beach club in the world and the organization of beach cycling events, Angkor Sankrant events in Siem Reap Province, etc. - In 2023, one of the most important events for Cambodia will be hosting the 32nd SEA Games, which will be able to attract more spectators. - Creating other tourism events at Provinces-Cities. - Organizing conferences and meetings; - Organizing a clean and green campaign linked to this Cambodia Tourism Year Campaign;		

	4. Appointing an Attache attached to representative at the Priority Tourism Market (ASEAN, ASEAN + 3, Europe, US, etc.)	
Objectives: Cambodia Tourism Year Plan of visiting Cambodia Year (2022-2023) has objectives: • Cambodian Tourism Recovery and Promotion after the COVID-19; • Urging the local tourism and internal tourism.	Expected Results of the Project: 1. Increasing the flow of domestic tourism and internal tourism; 2. Increasing the competitiveness of Cambodia's tourism after the COVID-19 3. Increasing the number of international tourists returning to visit Cambodia.	
Environmental and Social Impacts: This project does not impact society and environment.	Duration: Medium-term implementation (2022-2023) by the Ministry of Tourism, Municipal-Provincial Administrations, Administrative and private sector.	Project Budget: This project will use a total amount of approximately US\$6,000,000 - US\$8,000,000 (six million US dollars - eight million US dollars)

Project 16: “MICE Tourism Attraction Project: Cambodia as a Destination for MICE tourism”

**Summary Table of Project
Section: Cambodian Tourism Marketing Promotion**

No.	Project Title	Stakeholders	Budget Source	Priority of Time
C.17	MICE Tourism Attraction Project: Cambodia as a Destination for MICE tourism	Tourism Sector	State-Private	Priority 1, 2 and 3
Project Locations Phnom Penh Siem Reap And Preah Sihanouk provinces		Project Implementation Agencies - Ministry of Tourism - Tourism Marketing and Promotion Board - Tourism Operators - Private Sector		
Background: The hosting of meeting, conferences and exhibitions / international meetings related to the tourism industry has an influence to enhance the prestige of the Kingdom of Cambodia, promote future economic growth and bring in the type of Business Traveler who always pay more than ordinary tourists. Phnom Penh, Siem Reap and Preah Sihanouk provinces have excellent possibilities for hosting major international events, exhibitions and more events. In the future, Cambodia will host major tourism events such as: - Organizing ASEAN Summit - Organizing the congress of the most beautiful beach club in the world		Method of Implementation: - Selecting a company to hold a meeting / international conference - Identifying potential partners with Tourism Operators and Hotels for organizing events - Determining the support facilities of the organization of MICE events (lack of meeting place, exhibition place) - Organizing a comprehensive promotion of the project "Cambodia is a tourism destination, MICE" - Developing incentive policies to attract companies to organize MICE program - Urging the organization of "Special Tourist Visa" and policies, etc. For use in the COVID-19 phase.		
Objectives: This project has Objectives: Increasing tourism products, MICE in Phnom Penh, Siem Reap And Preah Sihanouk provinces after COVID-19		Project Implementation: - Organizing meetings, conferences and exhibitions along with a list of incentives for the company to organize MICE (Lack of encouragement for visitors to visit Angkor Area ...). - Organizing support facilities of (meeting place, exhibition place) in accordance with ASEAN MICE meeting room standards - Increasing information dissemination: Cambodia is a MICE tourism destination. - Organizing training sessions to support the MICE industry.		

• Attracting business travellers • Attracting tourists to come again and again • Attracting tourists to stay longer and cost more			
Reasons: All three tourism destinations (Phnom Penh, Siem Reap and Preah Sihanouk provinces) have adequate capacity with facilities suitable for MICE tourism demand and international standard hotels.	Expected results of the project: 1. There are national and international MICE tourism events in Cambodia. 2. There are support facilities of MICE venue organization, especially MICE-Venue in all 3 Municipality-Provinces in accordance with ASEAN MICE-Venue-Standard		
Environmental and Social Impacts: This project doesn't have any negative social and environmental impacts	<table border="1"> <tr> <td data-bbox="1066 523 1507 703"> Duration: Short-term, medium-term and long-term implementation (2021-2025) by the Ministry of Tourism. </td><td data-bbox="1507 523 2098 703"> Project Budget: This Project Budget will be set next time (TBD). </td></tr> </table>	Duration: Short-term, medium-term and long-term implementation (2021-2025) by the Ministry of Tourism.	Project Budget: This Project Budget will be set next time (TBD).
Duration: Short-term, medium-term and long-term implementation (2021-2025) by the Ministry of Tourism.	Project Budget: This Project Budget will be set next time (TBD).		

1.3. Promote Tourism Governance

Project 17: “Capacity Building Program for Cambodia’s tourism (2021-2023)”

**Summary Table of Project
Section: Promote Tourism Governance**

No.	Project Title		Stakeholders	Budget Source	Priority of Time
C.17	Capacity Building Program for Cambodia’s tourism (2021-2023)		Ministry of Tourism, Sub-national Administration and Private Sector	French Agency for Development (AFD)	Priority 1 and 2
Project Locations		Project Implementation Unit	Method of Implementation: The capacity strengthening project in Cambodia’s tourism is supported under a financing project of the French Agency for Development (AFD).		
Municipality-Provinces		Ministry of Tourism French Agency for Development (AFD)			
Background: The Capacity Strengthening program in tourism is an initiative of the Ministry of Tourism of Cambodia and the Ministry of Economy and Finance under the financing assistance of the French Agency for Development (AFD). The capacity strengthening program in the tourism is one of the two pillars to support the tourism sector in Cambodia through the capacity strengthening (State-. Private) in line with the spirit of the national tourism policy.					
Objectives: This project has 3 aims, including: 1. Strengthening the capacity of the private sector by supporting the strengthening of professional association structures in the tourism. 2. Strengthening the capacity of the State to implement its national strategy and to support dialogue between state and private sector institutions. 3. Organizing and enhancing dialogue between the state and private sectors.		Composition of Project Implementation: Component 1: Structure and strengthen private capacity - in Component 1 aims to strengthening the structure of professional associations, build the capacity of the private sector, increase the scope and representation of professional associations, and strengthen multiskilled and partnership activities between state and private sector. Component 2: Build Public Sector Capacity – in this second component aims to support the implementation of the Ministry of Tourism's national strategy and support dialogue between the state and private sector institutions. Component 3: Fund for Study and Pilot Projects – in this third component aims to raise funds for research and organize tourism pilot projects.			

This objective will contribute to strengthening tourism governance mechanisms in response to measures after COVID-19.		
Environmental and Social Impacts: This project doesn't have any social and environmental impact.	Expected Results of Project: 1. Strengthening the capacity of the Private Sector, Tourism Professional Association and strengthen the State-Private Partnership Mechanism 2. Strengthening tourism governance in response to measures after COVID-19.	
	<table border="1"> <tr> <td data-bbox="902 434 1438 617"> Duration: short-term and medium-term implementation (2020-2023) by the Ministry of Tourism and French Agency for Development (AFD). </td><td data-bbox="1438 434 2123 617"> Project Budget: This project has financing under the Tourism Capacity Building Project (TCBP). </td></tr> </table>	Duration: short-term and medium-term implementation (2020-2023) by the Ministry of Tourism and French Agency for Development (AFD).
Duration: short-term and medium-term implementation (2020-2023) by the Ministry of Tourism and French Agency for Development (AFD).	Project Budget: This project has financing under the Tourism Capacity Building Project (TCBP).	

ANNEX 2: National-international tourism statistics from 17-21 August 2020 on the occasion of compensatory leave of Khmer New Year

No.	Destinations	Nation	International	Total
1	Phnom Penh	43,810	3,053	46,863
2	Kampong Thom	19,409	60	19,469
3	Oddor Meanchey	11,040	10	11,050
4	Preah Vihea	60,337	241	60,578
5	Siem Reap	212,000	2,047	214,047
6	Sihanoukville	111,468	4,878	116,346
7	Kampot	180,075	679	180,754
8	Kep	145,856	527	146,383
9	Koh Kong	44,166	318	44,484
10	Kratie	16,405	296	16,701
11	Mondulkiri	43,510	204	43,714
12	Rattanakiri	50,449	179	50,628
13	Stung Treng	96,78	6	9,684
14	Banteay Meanchey	28,153	0	28,153
15	Battambang	132,524	825	133,349
16	Pailin	21,721	5	21,726
17	Pursat	59,372	34	59,406
18	Kampong Cham	35,290	146	35,436
19	Kampong Chhnang	45,214	0	45,214
20	Kampong Speu	39,931	426	40,357
21	Kandal	52,901	137	53,038
22	Prey Veng	17,540	0	17,540
23	Svay Rieng	4,028	4	4,032
24	Takeo	40,835	61	40,896
25	Tbong Khmum	19,526	12	19,538
Grand Total		1,445,238	14,148	1,459,386

(Source: Department of Tourism at Provinces-Cities)

❖ ចំណូលមូលដ្ឋានអាជីវកម្មទេសចរណ៍ដែលបានបិទ/ផ្អាក

• សភាពការណ៍មុនថ្ងៃបិទសម្រាកសប្បុរសឆ្នាំខ្មែរ (ពីខែមីនា - កក្កដា)

- មូលដ្ឋានអាជីវកម្មបិទ/ផ្អាកទូទាំងប្រទេសសរុបចំនួន ២,៩៥៧ទីតាំង ស្មើនឹង ៣០.៨៨% នៃអាជីវកម្មសរុបចំនួន ៩,៥៧៧ទីតាំង ក្នុងនោះគោលដៅចំនួន ០៧ ដែលបានរងផលប៉ះពាល់៖
 - រាជធានីភ្នំពេញ ៧៨៥ទីតាំង
 - ខេត្តសៀមរាប ៤២៦ទីតាំង
 - ខេត្តព្រះសីហនុ ៣៩១ទីតាំង
 - ខេត្តកែប ១១ទីតាំង
 - ខេត្តកំពត ១២៣ទីតាំង
 - ក្រុងបាវិត គ្មានទិន្នន័យ
 - ក្រុងប៉ោយប៉ែត (គ្មានទិន្នន័យ)។

- បុគ្គលិកបាត់បង់ការងារចំនួន ៥៦,១១៣នាក់ ស្មើនឹង ៤៩.៧៣% នៃចំនួនបុគ្គលិកសរុប ១១២,៨៣៦នាក់ ក្នុងនោះគោលដៅចំនួន ០៧ ដែលបានរងផលប៉ះពាល់៖
 - រាជធានីភ្នំពេញ ១៤,៩៧០នាក់
 - ខេត្តសៀមរាប ១២,៦៤៤នាក់
 - ខេត្តព្រះសីហនុ ២,៨៨៣នាក់
 - ខេត្តកែប ១៧៩នាក់
 - ខេត្តកំពត ១,៥៥៣នាក់
 - ក្រុងបាវិត គ្មានទិន្នន័យ
 - ក្រុងប៉ោយប៉ែត គ្មានទិន្នន័យ។

• គិតត្រឹមថ្ងៃទី៣០ ខែកញ្ញា ឆ្នាំ២០២០

- មូលដ្ឋានអាជីវកម្មបិទ/ផ្អាកទូទាំងប្រទេសសរុបចំនួន ២,៨៣៨ទីតាំង ស្មើនឹង ២៩.៦៣% នៃអាជីវកម្មសរុប ៩,៥៧៧ទីតាំង ក្នុងនោះគោលដៅចំនួន ០៧ ដែលបានរងផលប៉ះពាល់៖
 - រាជធានីភ្នំពេញ ៨២៤ទីតាំង
 - ខេត្តសៀមរាប ៦៥៨ទីតាំង
 - ខេត្តព្រះសីហនុ ៩០ទីតាំង
 - ខេត្តកែប ១២ទីតាំង
 - ខេត្តកំពត ១១២ទីតាំង
 - ក្រុងបាវិត ៨៩ទីតាំង
 - ក្រុងប៉ោយប៉ែត ៥៩ទីតាំង។

- បុគ្គលិកបាត់បង់ការងារចំនួន ៥០,៩៩៦នាក់ ស្មើនឹង ៤៥,២០% នៃចំនួនបុគ្គលិកសរុប ១១២,៨៣៦នាក់ ក្នុងនោះគោលដៅចំនួន ០៧ ដែលបានរងផលប៉ះពាល់៖
 - រាជធានីភ្នំពេញ ១៥,៩៣៣នាក់
 - ខេត្តសៀមរាប ១៤,៧០២នាក់
 - ខេត្តព្រះសីហនុ ១,២៤៥នាក់
 - ខេត្តកែប ១៨៨នាក់
 - ខេត្តកំពត ១,១០៥នាក់
 - ក្រុងបាវិត ១,៤៩៣នាក់
 - ក្រុងប៉ោយប៉ែត ៧៣៦នាក់។

- មូលដ្ឋានអាជីវកម្មដំណើរការឡើងវិញចំនួន ១១៩ទីតាំង ស្មើនឹងបុគ្គលិកសរុប ៥,១១៧នាក់។