ASEAN TOURISM STRATEGIC PLAN 2016-2025

Proposed Updated Work Program

January 2021

Table of Contents

1. BACKGROUND
1.1. THE ATSP 2016-2025 1

2. ASEAN TOURISM 2016-2020
2.1. PRE-COVID REGIONAL TOURISM GROWTH 3

2.2. COVID-19 AND ASEAN TOURISM 4

3. ATSP 2016-2025 IMPLEMENTATION STATUS
3.1. ASEAN TOURISM COOPERATION SCORECARD 7

3.2. ISSUES AND CONCERNS 16

4. SETTING PRIORITIES FOR 2021-2025
4.1. RECOVERY FROM COVID-19 16

4.2. PROPOSED REVISIONS IN WORK PROGRAM 2021-2025 20

4.2.1. EXISTING PROGRAMS AND/OR ACTIVITIES PROPOSED FOR CONSOLIDATION 20

4.2.2. EXISTING ACTIVITIES PROPOSED TO BE REMOVED FROM ATSP 2021-2025 24

4.2.3. NEW ACTIVITIES PROPOSED UNDER EXISTING ACTION PROGRAMS 25

4.2.4. PROPOSED NEW ACTION PROGRAMS 28

APPENDIX 1 – SUMMARY OF THE PRIORITY INITIATIVES BY AMS (BASED ON THE SURVEY) AND INPUTS FROM EXTERNAL PARTNERS 69

LIST OF TABLES

Table 1: International Tourist Arrivals in ASEAN ('000) 3
Table 2: Impacts of COVID-19 on International Tourist Arrivals in ASEAN 4
Table 3: Overall Implementation Status of Strategic Activities (as of September 2020) 8
Table 4: Implementation Status by Strategic Direction 8
Table 5: Enhancing ASEAN as Competitive Destination: Implementation Status of Strategic Activities 9
Table 6: Implementation Status of Activities Under Strategic Direction 2 14
Table 7: Proposed Work Program 2021-2025 (4-Digit Activity Level) 54

ACRONYMS

ACMECS	Ayeyawady-Chao Phraya-Mekong Economic Cooperation Strategy
AHN	ASEAN Highway Network
AMS	ASEAN Member States
ASAM	ASEAN Single Aviation Market
ASEAN	Association of Southeast Asian Nations
ASITDC	ASEAN Sustainable and Inclusive Tourism Development Committee
ATMS	ASEAN Tourism Marketing Strategy
ATM	ASEAN Tourism Ministers
ATCC	ASEAN Tourism Competitiveness Committee
ATCCT	ASEAN Tourism Crisis Communications Team
ATSP	ASEAN Tourism Strategic Plan
BIMP-EAGA	Brunei-Indonesia-Malaysia-Philippines East Asian Growth Area
CTIF	Canadian Trade and Investment Facility for Development
CLMV	Cambodia-Lao-Myanmar-Viet Nam
GMS	Greater Mekong Sub-Region
IATA	International Air Transport Association
IMT-GT	Indonesia-Malaysia-Thailand Growth Triangle
MCTO	Mekong Corridor Tourism Office
MRA	Mutual Recognition Arrangement
MSME	Micro, Small and Medium Enterprises
MTM	Ministers Tourism Meeting
NTO	National Tourist Organization
UNWTO	World Tourism Organization
US-ABC	United States ASEAN Business Council
WTTC	World Travel and Tourism Council

1. Background

During the Eighth Meeting of the ASEAN Tourism Competitiveness Committee (ATCC) in November 2019 in the Boracay Island, the Philippines, the Meeting noted that it would be timely to review the ATSP in 2020 (after 5 years cycle lapsed). The 23rd M-ATM in January 2020 in Brunei Darussalam endorsed Mid-term Review of the ATSP 2016-2025 to take stock of the accomplishments and re-prioritise as well as to chart future direction of the tourism cooperation, including external cooperation priorities in the ATSP. The 18th AEC Council Meeting has endorsed the ASEAN Secretariat's proposed Concept Note on the Mid-term Review of the AEC Blueprint 2025 by the ASEAN Secretariat.

This report aims to serve as baseline document of the Mid-Term Review of the ATSP 2016-2025 with the draft revised work plan. The document provides the following:

1. Review of the ASEAN Tourism Cooperation Scorecard on the Implementation of the ATSP 2016-2025,
2. Analysis of Initial Findings on the Issues and Concerns in the Implementation of Action Program and Relevant Activities,
3. Realigned and updated Action Programs and Projects based on the proposed programs for prioritization and new initiatives by the ASEAN Member States (AMS), and
4. Consideration of strategies or programs for regional tourism recovery post COVID19

The work plan realigns and updates the action programs and projects based on the priorities by AMS and consideration of programs for regional tourism rebuilding and recovery post-COVID 19.

In crafting the revised work plan, the inputs used include: (1) the compliance monitoring report and assessment of milestones; (2) prioritization of existing initiatives and proposed new initiatives for 2021-2025 submitted by AMS; and (3) results of the consultations conducted during the ASEAN NTO Retreat in 14 October 2020. During the NTO Retreat meeting hosted by the Philippines, the ASEAN Tourism Working Group engaged the private sector, ASEAN external partners, and other ASEAN bodies.

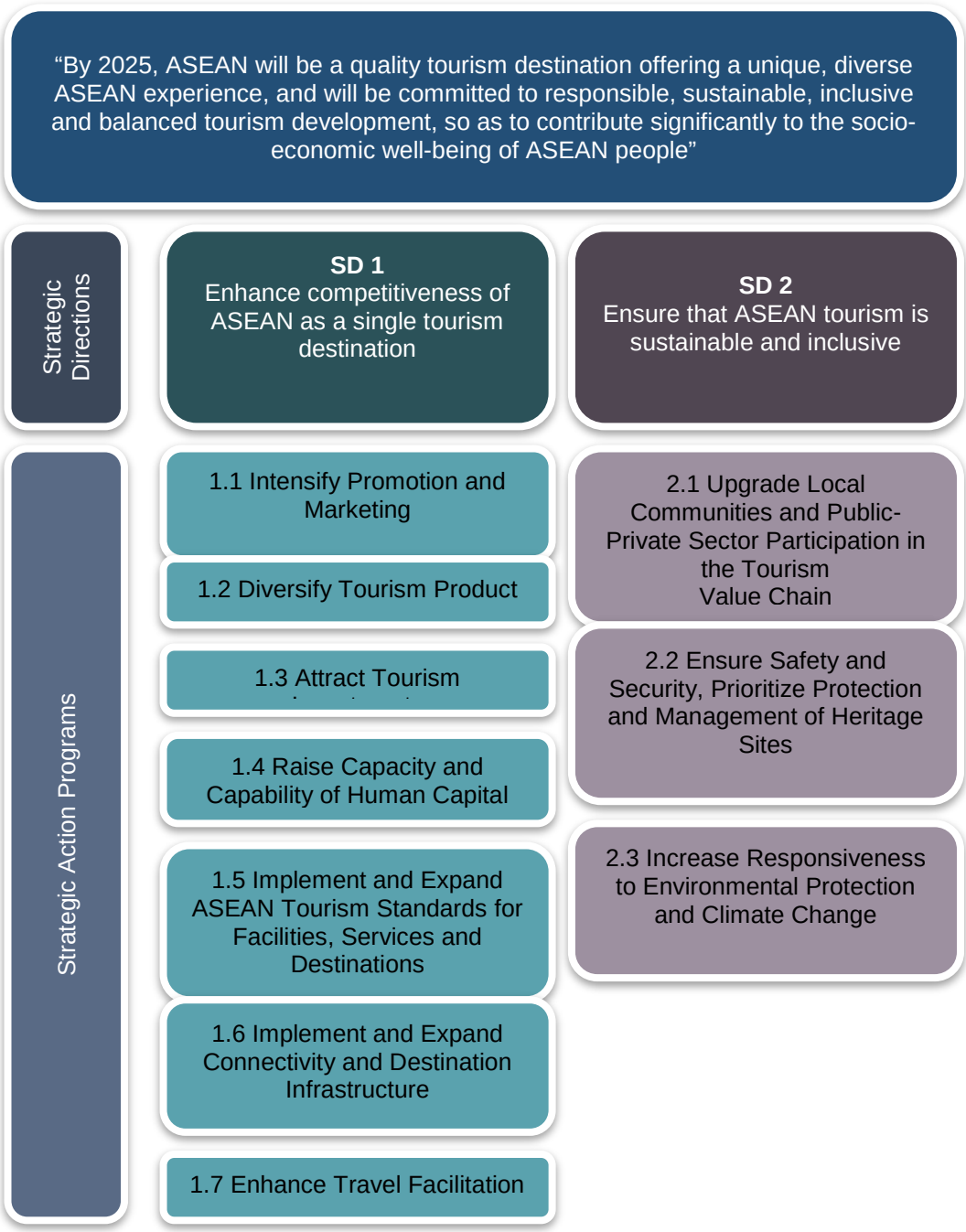
1.1. The ATSP 2016-2025

The **ATSP 2016-2025 is a successor document to the ATSP 2011-2015**. The ATSP 2016-2025 is aimed at realizing the vision by the ASEAN Leaders for ASEAN as a single tourism destination:

> ***"By 2025, ASEAN will be a quality tourism destination offering a unique, diverse ASEAN experience, and will be committed to responsible, sustainable, inclusive and balanced tourism development, so as to contribute significantly to the socio-economic well-being of ASEAN people."***

The core strategic objectives of the Plan are:

- to enhance the competitiveness of ASEAN as a single tourism destination, and
- to ensure that ASEAN tourism is sustainable and inclusive.



2. ASEAN Tourism 2016-2020

2.1. Pre-COVID Regional Tourism Growth

Economic Contributions. Tourism is a key economic driver in the ASEAN Economic Community. The travel and tourism sector accounted for 12.1 per cent (US$380.2 Billion (B)) of the region's gross domestic product (GDP) and 13.3 per cent of total employment (42.3 million jobs) in 2019. The international visitor impact amounted to $164.3 B in 2019, equivalent to 9.1 percent of the region's exports.[1]

Tourist Arrivals. The region hosted 143.5 million (M) international tourist arrivals in 2019, 6.2 percent higher than in 2018 (Table 1). International tourist arrivals to ASEAN grew by 7.1 percent based on compounded annual growth rate (CAGR) during the period 2015-2019.

Table 1: International Tourist Arrivals in ASEAN ('000)

No.	Member States	2015	2016	2017	2018	2019	CAGR (%)
1	Brunei Darussalam	218	219	259	278	333	11.2%
2	Cambodia	4,775	5,012	5,602	6,201	6,611	8.5%
3	Indonesia	10,407	11,519	14,040	15,810	16,107	11.5%
4	Lao PDR	4,684	4,239	3,869	4,186	4,791	0.6%
5	Malaysia	25,721	26,757	25,948	25,832	26,101	0.4%
6	Myanmar	4,681	2,907	3,443	3,549	4,364	-1.7%
7	Philippines	5,361	5,967	6,621	7,128	8,261	11.4%
8	Singapore	15,231	16,404	17,425	18,508	19,114	5.8%
9	Thailand	29,881	32,530	35,592	38,178	39,797	7.4%
10	Viet Nam	7,944	10,013	12,922	15,498	18,009	22.7%
	ASEAN	**108,904**	**115,566**	**125,721**	**135,170**	**143,487**	**7.1%**
	Intra-ASEAN	45,992	46,570	48,493	49,599	51,571	**2.9%**
	Extra-ASEAN	62,912	68,996	77,228	85,571	91,917	**9.9%**

Source of basic data: ASEAN Secretariat

[1] *World Travel and Tourism Council, South East Asia: 2020 Annual Research Key Highlights. https://wttc.org/Research/Economic-Impact*

Intra-ASEAN tourism. In 2019, intra-ASEAN travel generated services export receipts of $29.4 B, equivalent to 43.5 percent share of total intra-ASEAN exports of services. These came from the expenditures of 51 M ASEAN travellers. The CAGR for intra-ASEAN tourist arrivals was 2.9 percent during the period 2015-2019. The relative share of intra-ASEAN tourist arrivals declined from 42 percent in 2015 to 36 percent in 2019.

From 2015 to 2019, Myanmar posted the highest increase in share (11 percent) of intra-ASEAN visitors compared to the rest of ASEAN. Indonesia gained 1.1 percentage point share during the same period.

Both Indonesia and Viet Nam recorded double digit growth rates of 12.2 percent and 11.9 percent, respectively, in volume of intra-ASEAN visitors during the period of 2015-2019.

Extra-ASEAN tourism. The data revealed the growing popularity of ASEAN as destination to the rest of the world. In 2019, the 92 M non-ASEAN travellers accounted for 64 percent share of total ASEAN visitor arrivals, from only 58 percent shrae in 2015.

2.2. COVID-19 and ASEAN Tourism

The COVID-19 pandemic severely affected ASEAN international and domestic tourism. With the closure of international borders, the international tourist arrivals that fueled half of the total expenditures in the sector declined by a range of 60 to 71 percent during the first half of 2020 (Table 2). During the early months of the pandemic, the AMS prohibited domestic tourism activities in order to prevent or minimize local transmission of COVID-19.

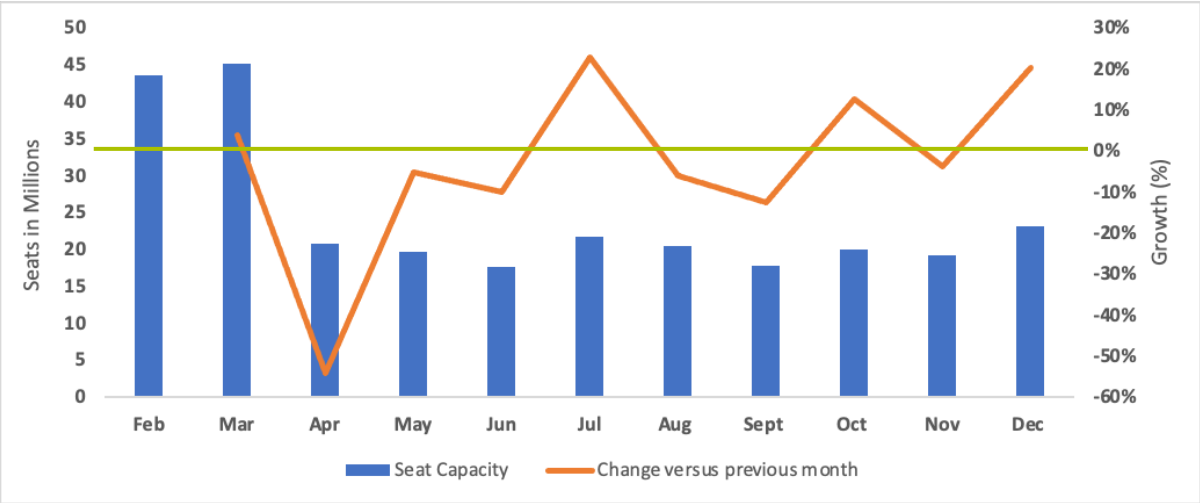
Table 2: Impacts of COVID-19 on International Tourist Arrivals in ASEAN

Member State	Period	2019	2020	Growth (%)
Brunei Darussalam	Jan-Jun	169,373	60,636	-62.19%
Cambodia	Jan-Jul	3,840,895	1,203,515	-68.67%
Indonesia	Jan-Jun	7,526,468	3,089,659	-59.96%
Lao PDR	Jan-Jun	2,228,459	886,447	-60.22%
Malaysia	Jan-Jun	13,354,575	4,252,997	-68.15%
Myanmar	Jan-Jun	2,143,468	841,857	-60.72%
Philippines	Jan-Jun	4,133,050	1,138,719	-68.09%
Singapore	Jan-Jun	9,324,670	2,664,866	-71.42%
Thailand	Jan-Jun	23,096,545	6,691,574	-71.03%
Viet Nam	Jan-Jun	8,480,993	3,686,779	-56.53%

Source: ASEAN NTOs

Overall airline seat capacity (domestic and international) in the region declined from 45.1 M in February 2020 to 20.7 M in March 2020. By July 2020, seat capacity started to increase with the re-opening of more domestic borders and resumption of international flights of select AMS.

Figure 1: Southeast Asia Air Seat Capacity: 2020



Source: OAG

ASEAN Tourism Revitalization Program

During the Special Meeting of the ASEAN Tourism Ministers (M-ATM) on the Coronavirus Disease 2019 (COVID-19) held on 29 April 2020,[2] the ATM issued a 7-point Joint Statement on Strengthening Cooperation to Revitalise ASEAN Tourism in order to save 42 M jobs in tourism.

	Agreements in the Joint Statement
1	Foster ASEAN coordination in expediting information exchange on travel related health and other necessary measures undertaken by ASEAN Member States to control the spread of the COVID-19 outbreak
2	promote a comprehensive, transparent and early response to mitigate and alleviate the impact of COVID-19 and future crises
3	Enhance closer cooperation in the sharing of information and exchange of best practices among ASEAN Member States as well as with ASEAN Dialogue Partners
4	Implement clear policies and measures to bolster confidence among domestic and international visitors to Southeast Asia, including the development of clear standards and guidelines for a safer and healthier work environment.
5	Support the development and implementation of a post COVID-19 Crisis Recovery Plan
6	Expedite both micro- and macro-economic policies, among others, providing technical support and financial stimulus, tax alleviation, capacity and capability building, especially digital skills, for travel and tourism stakeholders, with special emphasis on

[2] https://asean.org/storage/2020/04/ENDORSED-Joint-Statement-of-the-ASEAN-Tourism-Ministers-on-COVID_19-29Apr20.pdf

	micro, small and medium enterprises (MSMEs), vulnerable groups and other affected communities; and
7	Pursue cooperation with ASEAN Dialogue Partners, relevant international organisations and industry stakeholders to build a resilient and prepared Southeast Asia to effectively implement and manage sustainable and inclusive tourism in the aftermath of a crisis.

Assistance for Tourism Enterprises and Workforce. Each AMS has crafted and implemented assistance programs for the tourism businesses and workers. The ATM emphasized on the urgency to support the MSMEs and vulnerable groups in the region.

Development of Health and Safety Guidelines. To implement the agreements among the ATM, during the 9th Meeting of the ASEAN Tourism Competitiveness Committee (17 June 2020), the AMS aimed to strengthen coordination between ASEAN NTOs and relevant Sectoral Bodies to mitigate the Impact of COVID-19 to the tourism sector. The ASEAN Secretariat informed the meeting that as an outcome of the ASEAN Tourism Crisis Communications Team (ATCCT) Meeting on COVID-19 which was held on 4 June 2020, Cambodia has volunteered to be the Lead Country Coordinator to develop guidelines on safety and hygiene in the tourism sector's work environment.

Preparation of Post-COVID Recovery Plan. The ASEAN Secretariat also informed that the ASEAN NTOs had endorsed through ad referendum the ASEAN Secretariat's concept note to develop a project proposal with the Canadian Trade and Investment Facility for Development (CTIF) to support ASEAN tourism in post-COVID-19 recovery. In line with the outcomes of the ATCCT and the Special M-AT on COVID-19, the ASEAN Secretariat requested for the Meeting to urgently consider initiatives to strengthen coordination between ASEAN NTOs and other relevant Sectoral Bodies to mitigate the impact of COVID19 to the tourism sector. One possible initiative is to develop a framework for travel bubble arrangements, both domestically and regionally, together with the transport and health sectors.

Travel Corridor Arrangements. Governments recognize that the recovery of the transport and tourism sectors will stimulate the broader economic recovery. The ASEAN Leaders recognize that the implementation of travel corridors can still pave the way for rebound. In November 12, 2020, the ASEAN Leaders declared that travel corridor framework arrangement will be crafted to stimulate regional rebound starting with business travel. This declaration recognizes that AMS are also pursuing bilateral arrangements with other partners.

Role of Domestic Tourism. Domestic tourism has been identified as priority for safe restart. Surveys conducted by IATA and AMS revealed the preference of consumers for domestic travel in the next 6 to 12 months. .

The main if not the only priority in the next two to three years is the rebound from COVID-19. This involves identifying measures to jumpstart safe restart of regional tourism during the period of COVID-19 and to sustain these measures for post COVID-19 environment. The AMS have been agile to adopt and implement safety and health protocols across various components of the tourism value chain. One key initiative completed is the ASEAN Tourism Marketing Strategy 2021-2025 that already takes into account measures to safely restart ASEAN tourism. Different experts have provided scenarios of recovery to pre-COVID levels

by 2024. Given the ongoing threats of the virus mutation and timeline of inoculation of ASEAN target population, and the differences in levels of development, COVID-19 poses strong threat to increase the development gap among AMS.

The preparation of the post COVID 19 recovery plan will provide further inputs and realignment to the updated work program under this mid-term review process. In preparing the updated work program for ATSP 2021-2025, the main priority is the rebound from COVID-19 based on the agreement among ATM and the ASEAN Leaders' statement. This is the key message from the results of the prioritization of initiatives by AMS and the inputs from the ASEAN external partners, ASEAN bodies, and the private sector.

The midterm review of the implementation status also seeks to identify priority activities that will enable AMS to achieve the competitive, sustainable, and inclusive outcomes of ASEAN tourism, given the impacts of COVID-19.

The next sections provide an assessment of the implementation status of the ATSP and the proposed updated work program for 2021-2025.

3. ATSP 2016-2025 Implementation Status

This section presents the scorecard on the implementation of the ATSP 2016-2025 (as of September 2020). The activities have been categorized into the following status: completed, ongoing, in progress, and pending. The pending activities include: (i) those that have not yet started; (ii) those that have been postponed due to various reasons to be discussed below.

3.1. ASEAN Tourism Cooperation Scorecard

The ATSP 2016-2025 has integrated the following:

- 11 strategic action programs (including Digitization of Tourism Initiatives as the 11th adopted during the 23rd M-ATM, 15 Jan 2020 in Bandar Seri Begawan, Brunei Darussalam under the ATSP 2020-2021). Viet Nam is preparing the first draft which would be submitted to the ATCMs in Mar 2020 for inputs and comment from AMS. The Declaration is aimed to be adopted in time for notation by the ASEAN Leaders at the 37th ASEAN Summit.
- 23 action programs (3-digit level)
- 102 activities (4-digit level) including transition arrangements (3 activities) and monitoring & evaluation (6 activities)

As of September 2020, 87 out of 102 (or 85%) activities have been addressed by the AMS. A total of 15 activities are still pending implementation (i.e. either not started or postponed).

Table 3: Overall Implementation Status of Strategic Activities (as of September 2020)

Status	Total
Completed	40
On-going	10
In progress	37
Pending	15
Total	102

The above activities are further categorized under the relevant strategic direction i.e. competitiveness, and inclusive and sustainable tourism. The status is presented in Table 4.

Table 4: Implementation Status by Strategic Direction

	Completed	In Progress	Ongoing	Pending		Total
				Not Started	Postponed	
Overall	40	37	10	13	2	102
Strategic Direction 1: Competitive Tourism	26	33	6	8	2	75
Strategic Direction 2: Inclusive and Sustainable Tourism	8	4	1	5		18
Transition Arrangements	3					3
Monitoring and Evaluation	3		3			6

Source: Compliance Monitoring Report

Strategic Direction 1: Competitive Tourism

The ATSP 2016-2025 aimed to address the challenge of raising the competitiveness of the tourism sector in the affected Member States. The global competitiveness reports and surveys reveal that ASEAN's natural and cultural heritage is one of its key competitive strengths. The main weaknesses are in the areas of infrastructure and business environment, regulatory framework and human resources.

Table 5: Enhancing ASEAN as Competitive Destination: Implementation Status of Strategic Activities

	Completed	In Progress	Ongoing	Pending		Total
				Not Started	Postponed	
Marketing	9	6		1		16
Product Development	2	5	2	2		11
Investments	2	1	1	1		5
Human Resources	2	13				15
Quality Standards	5	1	2		2	10
Connectivity and Infrastructure	4	6		2		12
Travel Facilitation	2			2		4
TOTAL	26	33	6	8	2	73

- **Marketing**

Section 2 highlighted the growth of tourist arrivals particularly of non-ASEAN nationals. The ATSP 2016-2025 proposed four focus areas in the development of the ATMS 2017-2020. These were: marketing of Southeast Asia tourism, positioning and branding the region in its markets, Networks with Multi and Bi-lateral International Partners, and Development and marketing of ASEAN Subregional Destinations/Corridors/Circuits.

Completed. The AMS have completed 9 out of 16 activities: (i) evaluation of the ATF arrangements and TRAVEX; (ii and iii) completion and adoption of the ATMS 2017-2020; (iv) enhancement of the partnerships with NTOs and private sector for the ASEAN Pass and thematic products; (v) the implementation of the Visit ASEAN @50; (vi) convene and launch the ASEAN@50; (vii) development of the ASEAN marketing Organizational Structure and adoption of the Framework of Integrated Partnership; (viii) Revamp of the ASEAN Website, launched in January 2020 during the ATF Opening Ceremony; and (ix) development of the Monitoring framework.

Ongoing. Ongoing activities are related to the completion of the ATMS 2021-2025, and market research and development of regional experiences for marketing to address the dearth of research to guide product development, packaging, pricing, distribution and promotion. The main research to be undertaken is on the survey of the ASEAN long-haul market.

Pending. These include activities that have yet to start i.e. related to the review of the progress in the implementation of the ATSP 2021-2025 and adjustments in the partnership arrangements to account for the new thematic products and results of market research.

- **Product Diversification**

As noted in the global competitiveness reports, the main strengths of ASEAN are its natural and cultural heritage assets. The ATSP 2016-2025 aimed to raise the competitiveness of ASEAN as a global destination by generating value in terms of length of stay, expenditure per day, and inclusive growth is marketing a diverse set of high quality destinations and products.

Completed. In the past years, the AMS collaborated with private sector partners to expand the ASEAN tourism packages and to promote multi-country trips and itineraries. These are currently featured at https://www.visitsoutheastasia.travel/ and www.tourismgov.my.

Ongoing. Out of the 11 activities, six are considered ongoing because they cover (i) collaboration efforts with external partners, other ASEAN bodies, and dialogue partners to leverage resources and expertise in product diversification and in supporting the development of the sub-regional destinations such as BIMP-EAGA, CLMV, GMS, IMT-GT, and ACMECS; and (ii) the implementation of the PAKSE De Declaration on ASEAN Roadmap for Strategic Development of Ecotourism Clusters and Tourism Corridors adopted in 2016. Through the inventory of ecotourism sites and development of network of ecotourism destinations, the AMS will be able to highlight this product strength of ASEAN.

Pending. These are the actual implementation of programs for the new thematic products and preparation of a report on mainstreaming/collaboration of sub-regional destinations/corridors. The report should be able to provide guidance on best practices for collaboration with partners.

- ***Investments***

As noted in the ATSP 2016-2025, the online investment promotion platform of ASEAN tourism is the website http://investasean.asean.org/. The section on tourism needs updating and expansion to include information about all AMS. The roadshows and investment missions with dialogue and external partners have also provided avenue to highlight ASEAN as an investment destination for tourism projects.

From 2015-2019, the ASEAN generated a cumulative total of $701.2 B worth of foreign direct investments (FDIs). There is no separate account for tourism but two tourism-characteristic industries namely accommodation, and arts and entertainment, attracted $4.3 B, or 0.61 percent share of the total FDIs during the 5-year period.

Completed. The AMS have completed the (i) update of the ASEAN tourism investment guide, and (ii) development of a position paper on the liberalization of tourism investments. As noted in the ATSP, in terms of investment policies and regulatory framework as a single production base and tourism destination, there are considerably wide variations from country to country thus making cross border investments cumbersome, inconvenient, insecure and expensive to undertake. The development and promotions of investment framework for ASEAN are outside the purview of the ASEAN NTOs. During the 4th ATCC meeting, the Committee agreed to propose to the ASEAN NTOs for CCS to lead in an integrated and holistic manner the issue of liberalization.

Ongoing. The AMS have participated in investment roadshows/missions to promote the various investment opportunities. This is considered as an ongoing activity due to the need to sustain the investment promotion efforts.

In progress. In light of COVID-19 impacts on the tourism businesses, it is very important to highlight the areas to be prioritized to aid recovery. The ASEAN Secretariat published Investment Opportunities in ASEAN 2021: Invest in ASEAN: Towards Resilient Growth in the New Normal in November 2020. Tourism is identified as an investment opportunity. The ASEAN Tourism Investment program portfolio that is being prepared for completion and dissemination will provide details on these opportunities.

Pending. There is only 1 activity that remains to be started. This is related to the conduct of a study to increase the readiness of ASEAN tourism for the harmonization of investment policies and regulations. The ASEAN Tourism Cooperation Agreement of 2002 highlighted the need for ASEAN tourism investments. Since then, the AMS have produced an investment guide in 2006 that was updated under the ATSP 2016-2025 as an activity. The development of investment policies – regulations and incentives - is beyond the purview of the ASEAN NTOs. The NTOs will need to work with other national agencies, particularly the finance and investment promotion agencies.

- **Human Resource Development.**

In-Progress and Ongoing. The ATSP 2016-2025 recognized the milestone achieved under the AATSP 2011-2015, that is, the identification and development of competency standards and the adoption of the Mutual Recognition Agreement on Tourism Professionals. The ATSP 2016-2025 had to focus on operationalizing the establishment of the Regional Secretariat and the roll-out of the implementation of the standards and toolkits/tool boxes by the AMS. These completed activities include the following: (i) the ASEAN Tourism Professional Registration System; (ii) development of the 98 training tool box and conduct of trainings of trainer program for master trainer and master assessor for travel agent and tour operators; (iii) development of the new MRA-TP Work Plan to cover other related tourism and hospitality job titles. It is for this reason why there are 13 out of 15 activities under the ATSP 2016-2025 that have been considered in-progress as of 2020.

Completed. The preparation of the ASEAN HRD plan for three products – cruise, ecotourism, and tourism heritage – as well as its adoption have been marked as completed activities during the 22nd ATPMC.

Ongoing. The implementation of the HRD plan is considered as an ongoing activity until 2025 based on the ATSP 2016-2025 timeline.

- **Tourism Standards**

The ATSP 2016-2025 aimed to address the challenge towards achieving high quality of standards, in turn related to the development and implementation of the certification processes. The development of standards allowed AMS to deliver effective certification systems aided by pooled or common resources – financial and manpower.

Completed. Half of the 10 strategic activities have been deemed completed based on two reasons. First, the MICE venue standard and audit checklist, training and pilot testing have been completed during the ATF 2018. Second, during the 3rd ATCC it was agreed that the AMS will focus effort in strengthening implementation of agreed tourism standards rather than identifying new ASEAN Tourism Standards. Hence, all activities related to such initiative have been declared completed.

Ongoing. The activity focuses on the development and implementation of recognition/award system.

Pending. The pending activity is the preparation of a strategy paper for the inclusion of tourism in the ASEAN Consumer Protection Code. This activity was scheduled for implementation in 2017. When prioritized for inclusion in the ATSP 2021-2025 work program, the subsequent

activity of publishing the ASEAN tourism protection guidelines and training program will have to be covered as well.

The ATSP 2016-2025 recognized the scope for ASEAN to collectively do more to strengthen the ASEAN focal points for consumer complaints, consider an information exchange mechanism between agencies responsible for tourism, strengthen cross-border redress mechanisms and consider an on- line system for complaints. The ASEAN Committee on Consumer Protection (ACCP) has developed and published the regional framework on consumer protection in ASEAN, specifically the ASEAN High-Level Principles (AHLP) in 2018.[3] The AHLP aims to support the AMS in their initiatives to improve consumer protection among AMS. This is part of the implementation of the ASEAN Strategic Action Plan on Consumer Protection (ASAPCP) 2016-2025.[4]

In light of the COVID-19 impacts, the AMS may wish to consider the initiatives such as the draft "UNWTO Convention on the Protection of Tourists and on the Rights and Obligations of Tourism Service Providers.[5] The initiative is supported by 92 UNWTO Member States. Its goal is to provide greater legal protection to tourists as consumers. The International Code for the Protection of Tourists aims to promote consistent and clear guidelines of providing support to tourists affected by emergency situations clearer and more consistent globally.

- **Infrastructure and Connectivity**

The ATSP 2016-2025 duly noted the role of connectivity in developing a more competitive and inclusive tourism sector. The ASEAN region has significant number of ports, airports, and roads that can connect peripheral areas to tourism gateways.

The improvements in air connectivity particularly offered by the low cost carriers (LCCs) facilitated the growth of ASEAN tourism pre-COVID19. Based on the report of the Center for Asia Pacific Aviation,[6] the low cost carriers accounted for at least 50% of the capacity in the five main domestic markets (Indonesia, Thailand, Vietnam, Malaysia and the Philippines). These five AMS also registered faster growth in international connectivity compared to domestic connectivity.

Apart from the significant improvements in air connectivity to/from and within ASEAN, arrivals by sea and land also facilitated the growth of tourism in the region. Cruise tourism emerged as another important product priority. Regional policies and investments supported the improvements in the connectivity infrastructure.

The connectivity will have to be supported by other destination infrastructure investments such as but not limited to health care facilities, telecommunications, and visitor information centers. These investments are intended to support safe, efficient and seamless movements of tourists across the region.

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[3] *https://asean.org/wp-content/uploads/2018/05/Handbook-on-ASEAN-Consumer-Protection-Laws-and-Regulation.pdf*

[4] The website https://aseanconsumer.org/# launched in 2012 provides resources to both consumers and businesses.

[5] *https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-10/Recommendations-for-the-assistance-to-international-tourists-in-emergency-situations-En.pdf*

[6] *https://centreforaviation.com/analysis/airline-leader/southeast-asia-airline-2019-outlook-in-this-fast-growth-market-low-costs-are-essential-457920*

Completed. The following activities have been identified as completed: (i) preparation of a business case for the development of infrastructure supporting tourism growth in identified sub-regional groups with the inclusion of the White Paper on Cruise Development in Southeast Asia during the ATF 2017 Cruise Dialogue; (ii) Adoption of the ASEAN Declaration on Cruise Tourism during the 21st M-ATM; (iii) studies on promoting drive/overland tourism across ASEAN and related advocacy paper.

In progress. Under the ATSP 2016-2025, the activity is to support the implementation of the ASEAN Single Aviation Market in order to enhance connectivity. This has been identified as an activity in progress because of the initiative undertaken by Indonesia as Lead Coordinator to conduct consultations with stakeholders. During the 9th ATCC meeting, Indonesia informed the below expectation result of its consultations and proposed that the activity be removed from the ATSP. Indonesia reiterated the results of the consultation during the ASEAN NTO Retreat (October 14, 2020). The pursuit of the ASEAN Single Aviation Market (ASAM) is under the purview of the ASEAN Transport Sectoral Body.

Pending. Two activities that have not yet started as they were proposed only in the 2020-2021 workplan of the ATCC during the 8th meeting are: (i) continuation of promotion and review of implementation of adventures for drive/overland tourism; and (ii) promotion of the implementation of agreement.

- **Travel Facilitation**

The ATSP 2016-2025 highlighted the importance to make cross-border travel as seamless and cost-competitive as possible. These can only be achieved through well-connected destinations by air, sea and land and enabling border control policies and procedures. This is another cross-cutting action program where completion of activities significantly depend on other ASEAN bodies such as transport and border control. 8i

Questions on whether ASEAN will issue a single visa similar to the Schengen have often been raised in various fora. Due to differences in political and institutional arrangements, the ASEAN has yet to develop the framework for achieving a single visa similar to the Schengen. As noted in the White Paper on Travel Facilitation in ASEAN there is divergence in visa and facilitation policies across AMS and the appetite for unifying visa policies is quite low.

Completed. The White Paper on Intra-ASEAN and International Travel Facilitation have been completed and endorsed by the ASEAN NTOs during their 51st Meeting. It noted the developments pursued by select AMS in order to facilitate entry and exit of visitors. These measures include the adoption of e-visa application, visa on arrival among others.

Pending. The new activities proposed at the 8th ATCC for Workplan 2020-2021 include the implementation of the recommendations of the White paper and the preparation of the progress report on the implementation of Article and M&E activity.

The ATM agreement and the ASEAN Leaders Statement on Travel Corridor Arrangements provide the framework and context for consolidating the action programs and activities under Infrastructure and Connectivity, and Travel Facilitation under one program.

Strategic Direction 2: Sustainable and Inclusive Tourism

There are a total of 18 strategic activities to support the goal of sustainable and inclusive tourism in ASEAN and the three strategic action programs. Out of the 18 activities, 8 have been completed, 4 are in progress, and 5 are pending (not yet started as of September 2020).

Table 6: Implementation Status of Activities Under Strategic Direction 2

	Completed	**In Progress**	**Ongoing**	**Pending**		**Total**
				Not Started	Postponed	
Upgrading of Local Communities	4	1		1		6
Safety and Security and Protection and Management of Heritage Sites	2	2	1	1		6
Environment and Climate Change Responsiveness.	2	2		2		6
TOTAL	**7**	**5**	**1**	**4**		**18**

- **Upgrading of Local Communities and Increasing Public-Private Sector Participation.**

The ATSP 2016-2025 placed emphasis on the achievement of a more inclusive pattern of tourism through the direct or indirect engagement of marginalized communities. They can participate as direct providers of services and products or as indirect suppliers of inputs - food, souvenir products and the like.

These providers are largely micro, small and medium enterprises. They would tend to lag behind in areas of market access, quality of services, and quality of goods produced. The ASEAN SME Policy Index 2018 revealed the strengths and weaknesses of ASEAN MSMEs. The ASEAN Coordinating Committee on Micro, Small and Medium Enterprises (ACCMSME) is tasked to implement regional measures that will boost the competitiveness of MSMEs in order to narrow the development gaps within and between ASEAN Member States. The Committee has alliances or partnerships with various international organizations and organizes activities that likewise benefit the tourism enterprises or stakeholders as well.

Completed. The 22nd M-ATM endorsed the strategy on Participation of Local Communities and private Sector in Tourism Development. This endorsement covered the completion of the three activities on (i) identification of best practices at the sub-regional groupings, (ii) preparation of framework and strategy paper; and (iii) conduct of survey on MSMEs. The ASEAN NTOs adopted the Gender and Development Framework and Work Plan during their 50st and 51st meetings, respectively.

In-Progress. The ongoing activity is related to the initiative to further address accessible tourism based on the research results presented by Thailand in 2019.

- **Safety and Security and Protection and Management of Heritage Sites.**

Under the ATSP 2016-2025, " there is a need for a consistent policy approach and affirmative strategy towards improving and securing visitor safety and security. Such approach may positively affect the position of the region as a single global destination. Except for some national ecotourism strategies, there is no regional-wide policy framework to ensure that tourism supports the conservation of biodiversity and culture, expands the number of listed sites, helps to strengthen the management of protected areas and sites, and promotes community-based income generation."

Completed. Two completed activities are marked as milestones. These are: (i) the impact assessment in support of protection and management of heritage sites, and (ii) the position paper to advocate heritage protection and management has been completed.

In Progress. Two activities are considered in progress, namely: (i) expansion of the manual on tourism crisis communities and safety and security guidelines; and (ii) updating and revision of the manual/guidelines.

Ongoing. This involves the sharing of best practices for handling food safety and security issues. The 8th ASITDC reported that Indonesia has developed the standard operating procedure on tourism crisis management and established crise center and management.

Pending. The advocacy for the protection and management of heritage sites remains an activity to be started.

- **Environment and Climate Change Responsiveness.**

The ATSP 2016-2025 as successor plan to the ATSP 2011-2015 aimed to expand the scope of environmental protection and climate change responsiveness initiatives to encompass broader environmental protection concerns— notably the environment of ASEAN's tourism cities and towns and ASEAN Heritage Parks. It built on the ATSP 2011-2015 that pursued the development of green standards and products as a way to mainstream environmental protection and climate change mitigation.

Completed. Out of 6 strategic activities, the AMS completed the 21st M-ATM adopted the ASEAN Sustainable Tourism Assessment Tool that served as manual of guidelines for incorporating environment, climate change, adaptation, and resilience in tourism. Another milestone is the conduct of the workshop on ASITAT in the Philippines last October 2019. The 51st NTO encouraged the AMS to disseminate the ASITAT to their stakeholders.

In Progress. Two activities have been identified under this status, namely: (i) improvement of the workplan on climate change with the Philippines tasked to share the manual on Philippines Climate Change and Tourism, and (ii) collaboration efforts with other ASEAN bodies and stakeholders, particularly in incorporating the inputs on measuring sustainable tourism based on the UNWTO guidance.

Pending. The pending activities are related to the (i) updating of the workplan mid 2021-2025 and dialogue with other ASEAN bodies and stakeholders, and the (ii) updating of the manual on climate change.

3.2. Issues and Concerns

Based on the assessment of the ASEAN Secretariat, the following issues should be addressed in the realignment of the ATSP programs:

1. It is imperative to reimagine the industry landscapes post pandemic taking into account the COVID-19 Recovery Plan in the ASEAN Tourism Sector.

   The most pressing concern of the AMS is saving or recovering the tourism jobs through safe restart of the tourism activities. The reimagination will involve AMS to find ways to rebuild consumer confidence even while COVID-19 exists. Tourism businesses invest in improving their facilities, in reskilling and retooling of workers in order to comply with the safety and health protocols and conduct contactless and frictionless transactions.

2. The activities on collaboration need to be reviewed and aligned to international initiatives. This will allow the AMS to leverage the initiatives of external partners. Examples are in the following areas: (1) statistical framework to focus more on measuring sustainable tourism; (2) consumer protection initiatives to align to the UNWTO initiatives; (3) working with organizations such as WTTC for implementation of safe travel protocols, innovative financing among others.

4. Setting Priorities for 2021-2025

4.1. Recovery from COVID-19

The realignment of existing initiatives towards assisting the stakeholders – enterprises and workers – rebuild from COVID-19 impacts was the pressing message during the ASEAN NTO Retreat. The need for collaboration resonated across the various interventions and proposals in order to recover the 42 M jobs in ASEAN tourism.

The focus of the next two years should be in implementing calibrated initiatives to allow the regional tourism to recover through products that will allow the safe resumption of tourism activities under the New Normal with the aid of digital technology. The COVID-19 has advanced the digitization programs of most economies.

Below is a synthesis of the inputs from AMS and external partners as regards their priorities among existing initiatives under ATSP 2016-2025 and new activities to align the ATSP 2021-2025 activities towards recovery from COVID. The Appendix 1 consolidates the results of the survey among AMS and inputs of external partners during the ASEAN NTO Retreat last 14th of October 2020.

Marketing ASEAN as a safe destination. The marketing programs are proposed to be oriented towards communicating the message that the ASEAN is a safe and hygienic destination. The priority is to keep the region at the top of the list of travel destinations post COVID-19 by utilizing various social marketing channels especially digital platforms. The ATMS 2021-2025 serves as guide to the AMS in achieving the vision of 2025 and addressing the recovery efforts from COVID-19.

To support this priority, the AMS needs to disseminate the existing ASEAN Tourism Standards and Health and Safety Protocols to all stakeholders through various online platforms – ASEAN Secretariat and AMS websites and social media pages. The ASEAN NTOs will need to work more closely with the official bodies and organizations responsible for safety in light of the COVID-19 pandemic.

- **Intra-ASEAN as single domestic market.**

Economies have identified domestic travel market as the key to early recovery. The closure of international borders will continue to limit the entry of international tourists to each of the AMS. Each AMS will identify the source markets on a bilateral or regional basis. In order to support ASEAN tourism recovery, the private sector proposes to consider intra-ASEAN travel as a domestic market group. This requires: (i) establishing and marketing ASEAN as a single domestic destination among ASEAN nationals; (ii) revival of ASEAN Pass: Integrated Program for facilitating intra-ASEAN Travel; and (iii) implementation of single or common requirements for border control.

The proposed marketing activities include:

(i) Offering more affordable products or greater value to incentivize domestic and international travel, taking into considerations national and international health guidelines;

(ii) Documentation of testimonials by travellers to help rebuild confidence and create positive message of job creation and social impact of travel;

(iii) Provision of consistent and coordinated communication to travelers, offering information to have better risk assessment, awareness and management, facilitate their journeys and enhance their experience

The above activities are highlighted in the ASEAN Tourism Marketing Strategy (ATMS) 2021-2025 that can be updated based on the dynamic changes in the situation and recommendations from the COVID-19 tourism recovery plan.

Timelines. The availability and timing of information dissemination are crucial elements for the private sector to gain flexibility and to adapt to the changes. It is important for governments to provide the timeline of re-opening destinations in order to provide ample time for private stakeholders to prepare and make adjustments in their operations, processes, and programs among others.

Priority products. The business travel followed by hybrid MICE products have been identified to stimulate the green shoots of recovery in the region. Given the requirements for physical and social distancing, AMS are challenged to highlight their unique product offerings that can cater to the diverse microsegments in the market and demand for curated experiences. The creation of safe bundles of tour packages involving sectors like hotels, restaurants and transport can support the proposed travel corridors. The product development initiative will be supported by market research on tourist profiles and market segments and product design that will identify diverse travel experiences that can be created by each AMS.

Investments and Financing. To operate and compete in the New Normal, private enterprises need to adopt, shift product offerings, and market focus (e.g. from international to domestic in the next two to three years depending on the availability of vaccine among others). These

initiatives demand flexibility and costs to shift to the new paradigm. Hence, the availability of innovative financing schemes to aid their re-entry into the regional and global tourism business becomes more pressing than ever. The tourism business especially the MSMEs will need sustained support in terms of fiscal stimulus, incentives, and protection of their workers.

Retooling/reskilling of human capital. As protocols are set across the tourism value chain of providers, collaboration between private and public partners should be prioritized. The tourism workforce will need to adapt to the changes required to operate under the New Normal. The AMS have common priorities in the following areas: (i) prioritization of support for the operations of the regional secretariat for implementation of the MRA-TP; (ii) expansion of the MRA-TP implementation to other tourism and hospitality job titles; (iii) strengthening the regional tourism training capacities; (iv) preparation and implementation of the ASEAN Tourism Human Resources Development Plan in coordination with the ASEAN Tourism Resources Management and Development Network; (v) capacity building and training programs to improve digital literacy of tourism enterprise owners and workers; and (vi) updating of the toolboxes to keep them up-to-date with industries requirements and situations.

Digital Technology. The adoption of the ASEAN Declaration on Digital Tourism is a major priority in order to implement and expand ASEAN Digital Tourism Services and Infrastructure. Priorities include sharing of best practices and training programs in designing, adopting and implementing innovations, safe, and frictionless interactions and transactions. The use of artificial intelligence and other digital innovations can influence travel motivation and confidence and decisions. This will also address travel facilitation of essential and later leisure travellers as destinations re-open during COVID and make adjustments post COVID.

Connectivity, Infrastructure, and Facilitation. The priorities include: (i) promotion of the development of cruise and river tourism including its infrastructure for sea and river cruise to complement air connectivity; (ii) preparation of a position paper to develop, improve and facilitate connectivity and mobility along tourism corridors and advocacy with other bodies; and (iii) implementation of the recommendations of the white paper on travel facilitation.

Travel Corridors. For international travel, the development of travel corridors will support the revival of intra-ASEAN movements. To secure travel confidence among ASEAN nationals and between ASEAN and its partners, proper information sharing is key. Adoption of travel corridors (green travel corridors) between AMS (existing arrangements could be as references, e.g Singapore and Thailand or amongst risk-free cities/destinations as proposed by ASEANTA) will require protocols that should be communicated real time to the markets, host communities, and external partners.

The corridors – air, land, and sea – are supported by initiatives by the ASEAN Transport Sector. These include the following: ASEAN-Japan Cruise Promotion Strategy, ASEAN Highway Network, and working on the development of the ASEAN Highway Network (AHN), and development of a set of operational guidelines in airports and on board aircrafts to restore passenger confidence in air transport guided by the travel bubble/corridor framework. Through the ASEAN Land Transport Network Map being developed, the ASEAN Transport Sector aims to provide a database highlighting the links between the AHN, SKRL and the airports, sea ports and land ports of the region for business and investment opportunities.

The initiative which proposes to focus on the implementation of the 1985 Agreement on Recognition of Domestic of Driving Licenses issued by ASEAN Countries requires further

discussion at the relevant ASEAN sectoral fora. As part of travel facilitation, the proposed initiative is to provide a coordinated approach to re-open borders and the consideration of international standard reporting as well as indicators on risk assessments and the current situation to provide clarity on information.

Safe Travel Protocols. There is the need for confidence building for people to start traveling within the ASEAN region. Some of the measures include raising health and hygiene standards of tourism facilities and creating trust among travelers on the competence of authorities to act quickly in appending the spread of virus and safeguarding public health.

These protocols have been provided by organizations like WTTC. These include:

- Implement an international testing protocol and a coordinated framework for testing before departure using fast, efficient and affordable tests.
- Consider an international contact tracing standard with harmonized data for private sector to be able to track and support.
- Modify quarantine measures to be for positive tests only: Replace blanket quarantines for a more targeted and effective approach, significantly reducing the negative impact on jobs and the economy.
- Review existing regulations and legal frameworks to ensure that they are adapted to the changed requirements of the sector to facilitate recovery and post-COVID growth.
- Clear criteria/threshold for introduction of travel restrictions and color coding (European Commission's proposal may serve as a reference)

Statistical Framework. As the regional tourism sector restarts and rebuilds from the impacts of COVID-19, it becomes imperative to properly track the results of the initiatives. A manual/template of ASEAN sustainable tourism statistics will be needed as guide. The program should also provide platforms for documenting and sharing best practices given the impacts of technology and innovation in data collection, processing, and dissemination.

Strategic Direction 2: Inclusive and Sustainable Tourism

Upgrade Local Communities and Public-Private Sector Participation in the Tourism Value Chain. One priority initiative is to pursue greater engagement with local communities. In the past five years, the engagement was limited due to the strong emphasis on marketing and promotions. The same observation has been made as regards programs related to environmental conservation.

Ensure Safety and Security, Prioritize Protection and Management of Heritage Sites. The safety concerns will need to be addressed through greater cooperation with official bodies and organizations.

Increase Responsiveness to Environmental Protection and Climate Change. One of the proposals is to encourage more programs and activities that promote sustainable and responsible tourism development in ASEAN, which may have been overlooked due to the focus of past initiatives on marketing and promotional efforts. Given the impacts of climate change and the disasters confronted by the AMS, the proposed initiatives include: (i) preparation and dissemination of the manual of guidelines for incorporating environment and climate change mitigation, adaptation, and resilience; (ii) inclusion of capacity development

program for NTOs, National and Local Government officials, and Private Sector to promote a streamlined crisis communication mechanism; (iii) expansion of manual on tourism crisis communication/safety and security guidelines and share best practices on a regular basis; and (iv) exploring incentive schemes for stakeholders to adopt sustainable and environmentally-friendly practices especially in light of COVID-19.

4.2. Proposed Revisions in Work Program 2021-2025

The following guidance resulting from the ASEAN NTO Retreat last October 14, 2020 was used in the proposed update of the work program:

(1) Identify existing activities that can be consolidated per review of Lead Country Coordinator.

(2) Identify activities that can be considered completed or terminated in light of the current situation. For activities beyond the purview of the ASEAN NTOs, there is strong inclination to remove them from the ATSP due to lack of support or significant changes in the landscape due to the COVID-19. These activities are mostly in the areas of investments, connectivity, and travel facilitation.

(3) Identify specific timelines.

(4) Identify key performance indicators

4.2.1. Existing Programs and/or Activities Proposed for Consolidation

The activities that can be grouped together or re-aligned are reflected in the table below.

Activities for Consolidation	Proposed Activity	Rationale
1.1 Tourism Marketing		
1.1.1 Enhance the ASEAN tourism statistical framework		
1.1.1.1 Market research on tourist profiles and market segments – Lead country/coordinator: Indonesia	The action program of 1.1.1 and these 2 activities are proposed to be consolidated under the new Action Program on ASEAN Tourism Information Infrastructure	The research group can be strengthened together with development partners, research networks, and other external partners to build and enhance the Sustainable Tourism Performance of the ASEAN regional tourism sector. All data collection and development of templates and indices will be consolidated under the new action program (see Section 4.2.4). The intention is for the market research group or network
1.1.1.2 Strengthen the market research group – Lead country/coordinator: Indonesia		

		to support the other actions programs and consolidate the information across actions programs and make them available for the stakeholders
1.1.2.13 Review progress on and adjust partnership arrangements to account for new thematic products and market research – Lead country/coordinator: Singapore	Update the ATMS Action Plan 2021-2025	The 2 activities in principle already reflected in the ATMS 2021-2025. Collaboration with partners are already part of the ATMS 2021-2025
1.1.2.14 Adjust marketing programs based on results of updated market research and new ATMS – Lead country/coordinator: Singapore		
1.2 Diversify Tourism Product		
1.2.2.1 Collaborate with dialogue partners and sub-regional groupings (BIMP-EAGA, GMS, CLMV, ACMECS, IMT-GT and other sub-regions) for mainstreaming programs and developing new activities – Lead country/coordinator: Thailand	Collaborate with dialogue partners and sub-regional groupings for implementation of programs	The proposed consolidation places emphasis on implementation of programs as the strategic activity. The conduct of workshops and dialogues are considered as inputs to the implementation. This activity already addresses the proposal of Malaysia to establish new partnership deals with ASEAN dialogue partners to enhance outcomes from tourism cooperation via specific and strategic programs and activities.
1.2.2.2 - Implement cooperation programs – Lead country/coordinator: Thailand		
1.6 Tourism Connectivity and Destination Infrastructure and 1.7 Travel Facilitation *(As noted during the ASEAN NTO Retreat last October 14, 2020, Singapore reported the consolidation of Strategic Action Programs 1.6 and 1.7 in 2018)*		
1.6.3.3 Continue promotion as well as monitor and review implementation of adventures (drive/overland tourism		

across ASEAN) – Lead country/coordinator: Lao PDR 1.6.3.4 Promote the implementation of agreement as well as monitor and review implementation as inputs in the advocacy – Lead country/coordinator: Lao PDR	Engage ASEAN Bodies and Partners for the implementation of the Recommendations of the Study on Drive/Overland Tourism	Given the completion of studies and the support of the transport working group in sharing information on air service agreements, the proposal is to focus 2021-2025 strategic activity in implementing the recommendations, recognizing that they should be prioritized first. As mentioned by the ASEAN Secretariat, there are reports where recommendations are general and lack timeline.
1.7.1.3 Continue to work in implementing the recommendations of the White Paper – Lead country/coordinator: Philippines 1.7.1.4 Prepare progress report on the implementation of Article 2 and conduct of M&E – Lead country/coordinator: Philippines	Promote safe and seamless travel experiences during and after the current COVID-19 pandemic and ease travel facilitation at entry/exit points	There is a need to prioritize the recommendations and set the timeframe for what can be accomplished in 2021-2025 in line with the efforts to promote digital tourism. The priorities should be able to support implementation of Safe Travel Protocols (e.g. digitization, e-VISAs, safe and seamless border control procedures during and post-COVID 19) This activity aims to support the implementation of the ASEAN Declaration on an ASEAN Travel Corridor Arrangement Framework for essential business travels. One sub-activity is collaboration with ASEAN Bodies for the establishment of an ASEAN travel corridor arrangement framework to facilitate essential business travels among ASEAN Member States New forms of travelling may happen in the Post COVID period and this action

		program should elaborate for AMS consideration and cooperation with their respective Departments (Myanmar) This consolidated activity is aligned to the proposal of Malaysia: (i) Adopt common safety and health protocols to facilitate movement of tourists within ASEAN; and (ii) Restore mobility and connectivity as well as enhance travel facilitation to promote seamless travel experience in ASEAN.
2.2 Tourism Safety & Security & Heritage Protection and Management of Sites		
2.2.1 Work with official bodies and organizations in support of safety, security, and protection of key destinations in ASEAN		
2.2.1.1 Expand Manual on Tourism Crisis Communication/Safety and Security Guidelines	Update and revise manual/guidelines	Proposed to consider expansion as part of initiatives to update and revise
2.2.1.3 Update and revise manual/guidelines – Lead country/coordinator: - Malaysia (Tourism Crisis Communication) - Indonesia (Safety and Security Guidelines)		
2.3 Environment & Climate Change		
2.3.1.1 Improve workplan on climate change and tourism – Lead country/coordinator: Philippines	Collaborate with relevant ASEAN bodies and stakeholders to develop the ASEAN Climate SMART Tourism Network (and online platform)	New activity proposed at 8th ASITDC for Work Plan 2020-2021 of ATSP 2016-2025. The ASEAN Climate Resilience Network is currently focused on agriculture. The proposed activity supports the product priority on ASEAN Gastronomy Tourism that identifies sustainable agriculture as one of the
2.3.1.2 Update workplan and continue dialogue with relevant ASEAN bodies and stakeholders – Lead country/coordinator: Philippines		

		four pillars. This can be expanded to cover other products such as culture, cruise, and ecotourism. This supports the priorities: (i) to implement through stronger policy measures and incentives for tourism stakeholders to adopt sustainable and environmentally-friendly practices (Singapore); and (ii) to promote sustainable and responsible tourism development in ASEAN, which may have been overlooked due to the focus of past initiatives on marketing and promotional efforts (Malaysia)

4.2.2. Existing Activities Proposed to be Removed from ATSP 2021-2025

Activities	**Rationale**
1.3 Attract Tourism Investments With the development of the ASEAN Tourism Investment Guide and the Investment Program Portfolio, it is proposed that the next five years focus on investment promotions post COVID-19. The goals are (i) to generate investments especially in improving the quality of infrastructure; and (ii) to implement digital technology in areas such as product development, tourism promotion, tourism safety and security, and quality destination experiences to improve the overall user experience and benefit the tourism workforce, businesses, and communities. The latter goal seeks to implement the ATM agreement in April 2020.	
1.3.1.4 Conduct of study on increasing readiness of ASEAN tourism for harmonization of investment policies and regulations	The study on increasing readiness for harmonization of investment policies is proposed to be submitted as an activity for funding by the ASEAN Investment Coordination Body. This study is proposed to be replaced by a new study on developing responsive investment financing strategy to aid the recovery of businesses and facilities (see Section 4.2.3 below).
1.5.3 ASEAN Consumer Protection Code	
1.5.3.1 Prepare strategy paper for inclusion of tourism in the ASEAN Consumer Protection Code (Activity 1.5.3.1) - Lead country/coordinator: Singapore	The study is proposed to be removed from the 2021-2025 work program. The AMS may wish to consider collaboration with the UNWTO and external partners and relevant ASEAN bodies in adopting a general framework/declaration on

1.5.3.2 Publish the ASEAN tourism protection guidelines and conduct training (Activity 1.5.3.2) - Lead country/coordinator: Singapore	the Protection of Tourists and on the Rights and Obligations of Tourism Service Providers (under the draft UNWTO Convention) taking into consideration the various regimes across AMS. This framework consolidates the various high level principles for tourist protection embodied in other policies such as the ASEAN Declaration on Cruise Tourism.
1.6 Tourism Connectivity and Destination Infrastructure and 1.7 Travel Facilitation	
1.6.1 Enhance ASEAN Air Connectivity	At 9th ATCC, Indonesia informed that the result of its domestic consultation on the ASEAN Single Aviation Market (ASAM) initiative was below expectations. As the matter was cross-cutting in nature and considering that it was not under the purview of the ASEAN tourism sector, Indonesia requested to remove the activity from the ATSP at the 51st ASEAN NTOs on 12-13 January 2020 in Bandar Seri Begawan, Brunei Darussalam.
2.3 Environment & Climate Change	
2.3.2 Prepare a manual of guidelines for incorporating environment and climate change mitigation, adaptation, and resilience	The activities involving the preparation of the manual can be considered completed. There is no urgency to update the manual and tools in the next five years. The thrust as stated in the compliance report is to encourage AMS to use the tools. The monitoring and evaluation committee may wish to consider monitoring the utilization of the toolkits/manuals prepared by ASEAN.

4.2.3. New Activities Proposed under Existing Action Programs

Activities	**Rationale**
1.1 Intensify Promotions and Marketing	
1.1.2 Expand the ASEAN regional destination-marketing program	
Promote ASEAN as safe and hygienic tourism destination to restore travel confidence among tourists (Malaysia). Enhance trust among travellers to ASEAN as a safe and hygiene destination (Myanmar)	These proposed new activities are already captured under the ATMS 2021-2025 initiative and its subsequent updating based on the recommendations of the post-COVID-19 recovery plan and adjustments in partnership agreements
Intensify tourism marketing and promotion activities through digital platforms (Malaysia).	
Collaborate with ASEANTA to promote the “Best 30	

Experiences in Southeast Asia" by creating top three (3) best experiences in each Member State according to the theme 'Wellness, Nature and Ecotourism'. The experiences will be compiled and shared in Southeast Asia travel websites (Malaysia).	
Campaign and Study on tourism recovery post COVID-19 (Viet Nam)	
Develop the ATMS 2026-2030	This is to implement the successor action plan to the ASEAN marketing program
1.3 Attract Tourism Investments	
1.3.1 Prepare an ASEAN Tourism Investment Program	
Prepare study on how to promote investments in digital technology applications in areas such as product development, tourism promotion, tourism safety and security, and quality destination experiences	This is to implement the ASEAN Declaration on Digital Tourism. The output will then be used for the activity on participation in roadshows and investment missions. New activity proposed in AMS survey (Malaysia) is to promote quality investments in the ASEAN tourism sector.
Conduct of study on developing responsive investment facilitation activities and sustainable financing across the tourism value chain	It will also consider best practices in investment facilitation and sustainable financing activities. Instead of assessing whether an AMS is ready or not, given that national investment policies and regulations in tourism are also part of broader national regulations and the task of harmonization is beyond the purview of the NTOs. the new theme of the study will identify investment facilitation initiatives that can be implemented in the immediate and short term to aid and accelerate recovery from COVID.
1.4 Tourism Human Resources Development	
Implement programs including development of e-platforms for re-skilling and up-skilling of human resources in digital technologies and innovations (Myanmar, Singapore)	This is to implement the ASEAN Declaration on Digital Tourism New activity proposed from the survey of AMS
1.5 Tourism Standards	

<table>
<tr><td colspan="2">1.5.1 Promote the adoption and implementation of the ASEAN tourism standards certification system into the policy and regulatory and tourism HRD frameworks of the Member States</td></tr>
<tr><td>Develop clear guidelines for safer and healthier work environment to protect hospitality and tourism-related personnel, destinations, and establishments in ASEAN Member States (Brunei)</td><td rowspan="3">Activity is proposed to be as follows:

Develop and add (as Annex) hygiene and safety measures and guidelines to protect hospitality and tourism-related personnel, destinations, and establishments in AMS</td></tr>
<tr><td>Develop and add (as Annex) hygiene and safety measures in the current ASEAN Tourism Standards in order to appropriately respond to COVID-19 and future crisis (Thailand)</td></tr>
<tr><td>Develop the Health Guidelines for Tourism Industry Stakeholders and widely disseminate in the Region</td></tr>
<tr><td colspan="2">1.5.2 Identify and implement new ASEAN tourism standards system.</td></tr>
<tr><td>Develop ASEAN Sustainable Event Management Standard</td><td>New activity proposed from the survey of AMS (Thailand)</td></tr>
<tr><td>Develop and add an ASEAN framework to promote protection of tourists and rights and obligations of tourism service providers as part of the ASEAN Standards (this could be done through collaboration with external partners)</td><td>Activity proposed to replace the preparation of strategy paper on ASEAN Tourism Protection Code for inclusion in the ASEAN Consumer Protection Code</td></tr>
<tr><td colspan="2">1.6.2 Promote the development of cruise and river tourism including its infrastructure for sea and river cruise to complement air connectivity.</td></tr>
<tr><td>Engage the public and private sector to open more cruise itinerary options and improve the necessary infrastructure so as to facilitate the recovery of cruise and river tourism from COVID-19</td><td>The engagement can cover but not limited to: facilitating the development and improvement of basic and supporting port infrastructure; maintaining close engagement with cruise lines and river cruise operators to encourage more itineraries to/within SEA as a region; and facilitating capacity building of travel agents in selling cruise tourism products in SEA (e.g. in</td></tr>
</table>

	collaboration with Cruise Lines International Association, etc.) to support recovery from COVID-19 (Singapore)
2.3.3 Prepare framework and toolkits on measuring sustainable tourism	
Develop the toolkits and online platforms for the stakeholders	New activity proposed from AMS Survey (Cambodia)
Implement training programs for ASEAN NTOs and stakeholders	This activity will support the dissemination and adoption of the toolkits among ASEAN stakeholders. The respective NTOs will implement the programs at the national levels and report on the progress of dissemination among stakeholders.

4.2.4. Proposed New Action Programs

Activities	**Rationale**
Strategic Action Program: ASEAN Digital Tourism (currently categorized as 1.8 under the ATSP 2016-2025, Work Plan 2020-2021) The activities under this strategic action program include the adoption of the ASEAN Declaration on Digital Tourism and the proposed action program to implement the Declaration. The first has been completed already.	
Action Program: Implement and Expand ASEAN Digital Tourism Services and Infrastructure	
Review, encourage and enhance the application and implementation of technology and innovation in the travel and tourism industry (e.g. in tourism development for destination management, marketing and promotion, visitor experience enhancement)	This is to implement Item 2 under the ASEAN Digital Tourism Declaration. New activity proposed in AMS Survey (Malaysia, Philippines, and Singapore) This activity may cover the documentation of best practices in development and utilization of digital platforms to support ASEAN tourism e-commerce.
Identify and implement digital solutions to support travel facilitation initiatives during and post COVID-19 period.	This is to implement Item 2 under the ASEAN Digital Tourism Declaration.
Implement cooperation programs between innovative tourism start-ups	New activity proposed in AMS Survey (Myanmar)
Strategic Action Program: Develop and Strengthen the ASEAN Tourism Research and Information Infrastructure Under this program, all research – related activities leading to the development of a dashboard of ASEAN competitive, sustainable, and inclusive tourism will be consolidated. The activities include:	

data collection on investments, development of templates and tourism indices. The proposed ease of doing MICE event index proposed by Thailand will be under this program. The activities will be aligned to the implementation of the ASEAN Digital Tourism Declaration.	
Action Program 1: Enhance the ASEAN tourism statistical framework	
Market research on tourist profiles and market segments	At 9th ATCC, Indonesia informed that the revised Terms of Reference (TOR) for the ASEAN Tourism Long-haul Market Survey has been developed and the budget for the activity has been secured last year. In this regard, Indonesia would circulate the documents to ASEAN Member States in due course.
Strengthen the market research group	Prepare the revised TORs of the ASEAN Tourism Market Research Group and secure budget Develop manual/template of ASEAN competitive and sustainable tourism indicators including tourism indices such as the Ease of Organising ASEAN MICE Event Index (Thailand) as new proposal Update tourism data collection for the existing thematic products Templates for new products to promote regional integration developed Conduct training for the new templates among the statistical units of NTOs Start collection of data
Develop and adopt a statistical framework and monitoring system for NTO-funded projects and regional monitoring and evaluation	New activity proposed in AMS Survey (Philippines)
2.3 Environment & Climate Change	
Action Program: Design and implement sustainable consumption and production and financing programs	
Develop measures to implement sustainable consumption and production (Greening the Tourism Value Chain) practices in tourism businesses and destinations	New activity proposed from AMS Survey (Philippines)
Conduct study on carrying capacities of the priority ASEAN heritage tourism products/destinations	New activity proposed from AMS Survey (Philippines)
Formulate strategy on sustainable tourism financing schemes for enterprises and destinations	New activity proposed from AMS Survey (Philippines)

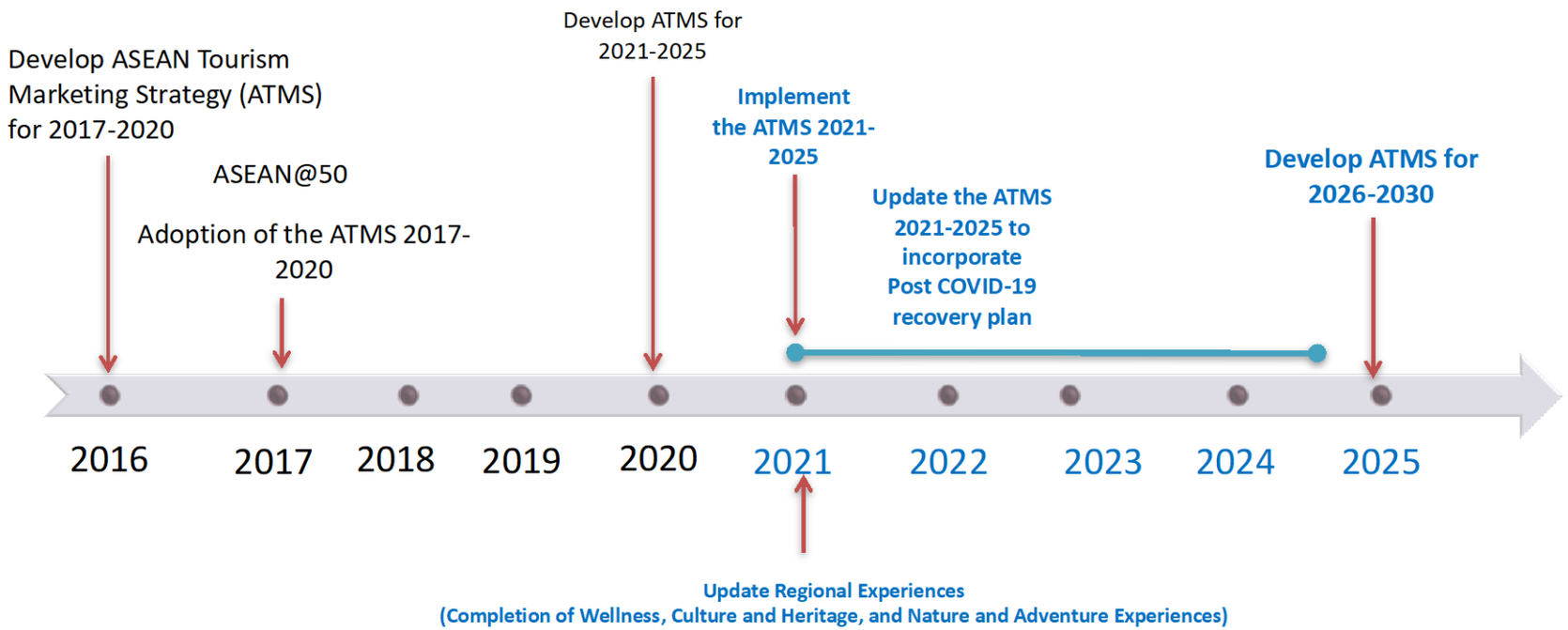
The next section presents the proposed action program for 2021-2025 based on the above inputs.

STRATEGIC DIRECTION 1:
ENHANCE THE COMPETITIVENESS OF ASEAN AS A SINGLE TOURISM DESTINATION

1.1 INTENSIFY PROMOTION AND MARKETING

1.1.1 Expand the ASEAN regional destination-marketing program

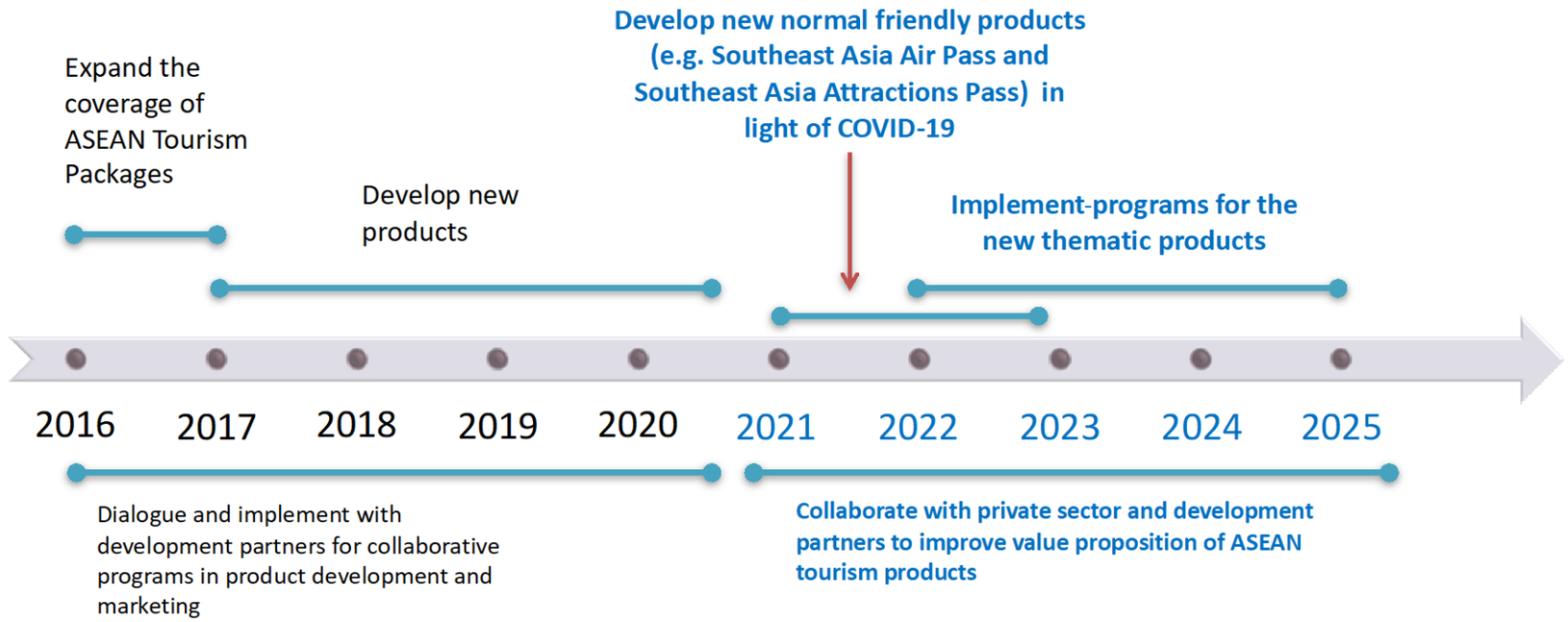
Evaluate the current arrangements for ATF and TRAVEX.



Implementing Body	ASEAN Tourism Competitiveness Committee
Feasibility	High
Comments	The ATMS 2021-2025 as prepared in 2020 already prioritizes promotion of ASEAN as safe and hygienic destination and intense use of online/digital channels during COVID-19, as recommended by AMS. The updating in 2022-2023 incorporates the recommendations from the post-COVID 19 recovery plan being prepared with funding from CIDA. The updated ATMS will already take into account adjustments in partnership arrangements (e.g. collaboration with ASEANTA for programs.

1.2 DIVERSIFY TOURISM PRODUCT

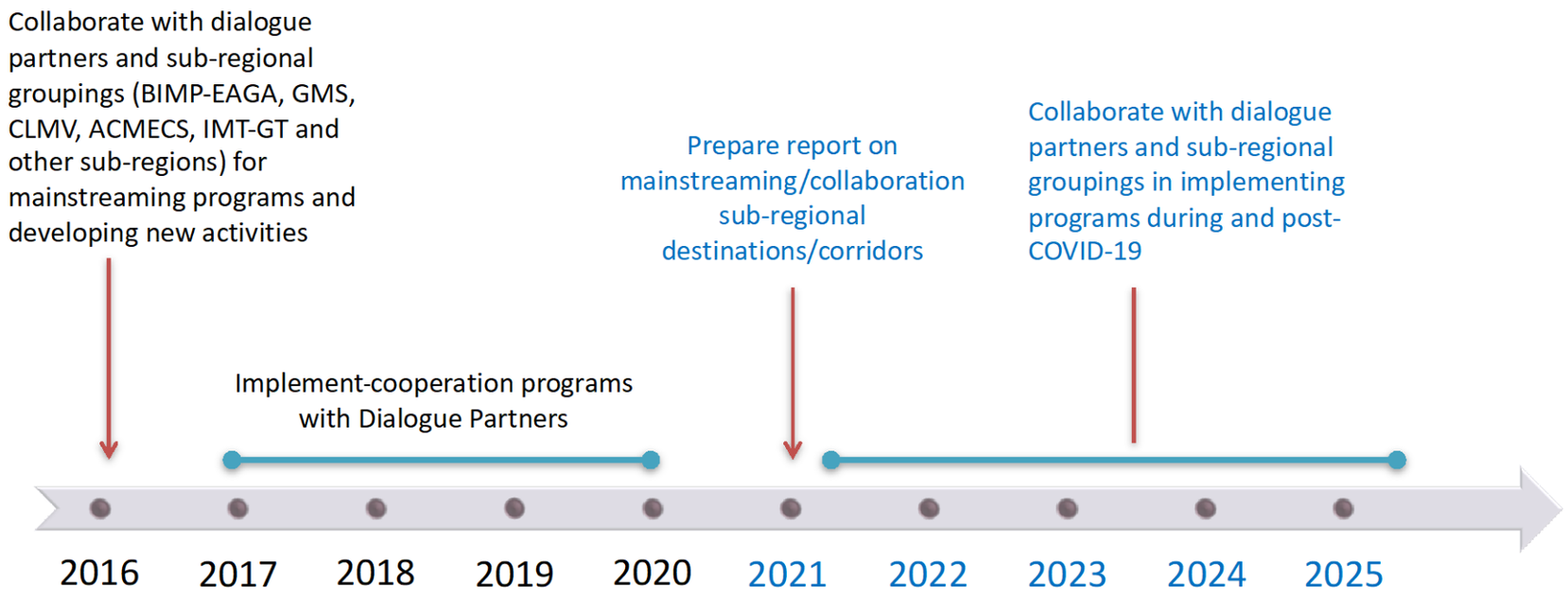
1.2.1 Complete the ongoing and identify new product development and marketing approaches



Implementing Body	ASEAN Tourism Competitiveness Committee
Feasibility	High
Comments	The implementation of these regional passes will also aid ASEAN in collecting necessary visitorship data to make better informed decisions and choices, as well as understand our target audiences. The collaboration with partners aim to craft new partnership deals to improve the outcomes from the cooperation programs. These new deals can also be identified from the study on sub-regional cooperation arrangements .

1.2 DIVERSIFY TOURISM PRODUCT

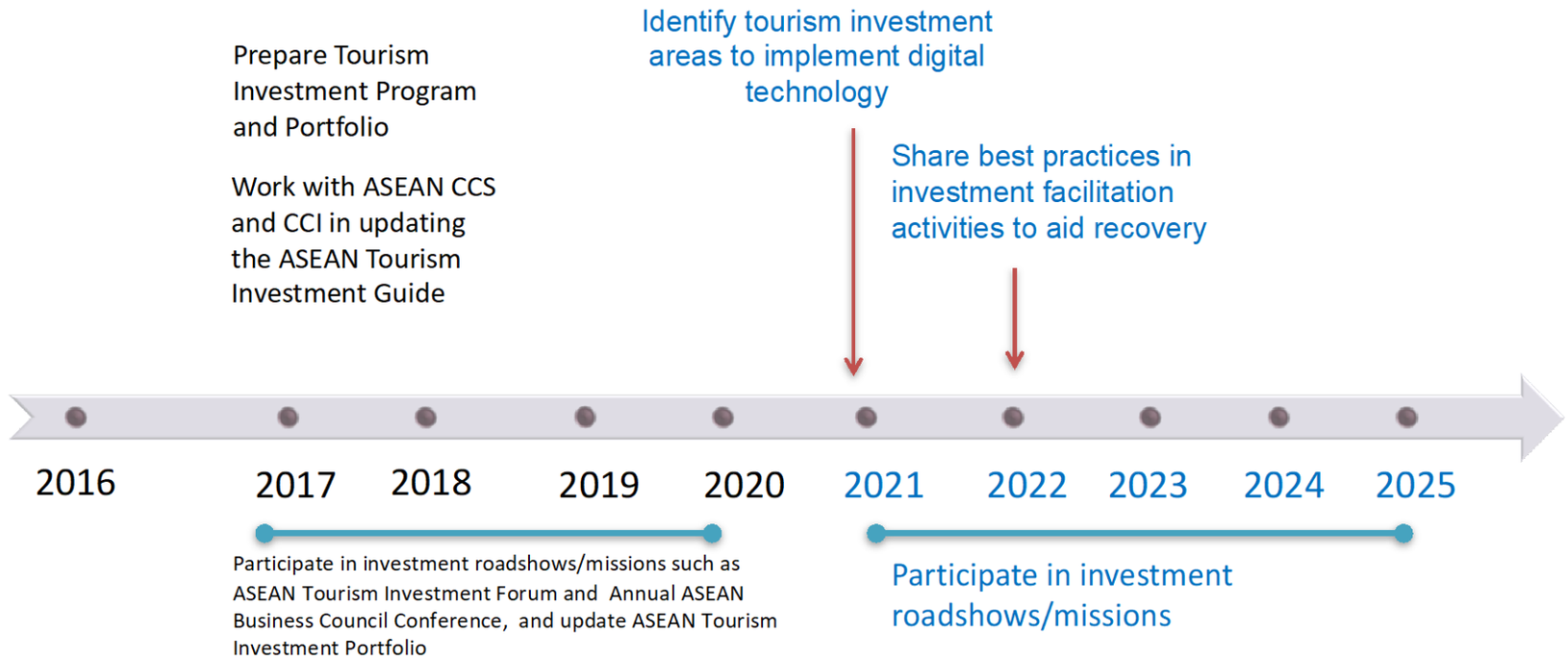
1.2.2 Support the development of ASEAN sub-regional destinations/corridors targeting more inclusive tourism outcomes



Implementing Body	ASEAN Tourism Competitiveness Committee
Feasibility	High
Comments	The activities of 2016-2020 would already provide insights on activities that would promote inclusive outcome. The thrust in 2021-2025 is to already implement programs and to assist the sub-regions safely restart tourism. The report on mainstreaming is proposed to highlight best practices in collaboration and mainstreamed sub-regional programs/projects at the regional levels implemented during the period 2016-2020 and by early 2026 to reflect lessons from COVID situation. This also provides inputs to the overall monitoring and evaluation.

1.3 ATTRACT TOURISM INVESTMENTS

1.3.1 Prepare an ASEAN Tourism Investment Program to aid recovery from COVID-19

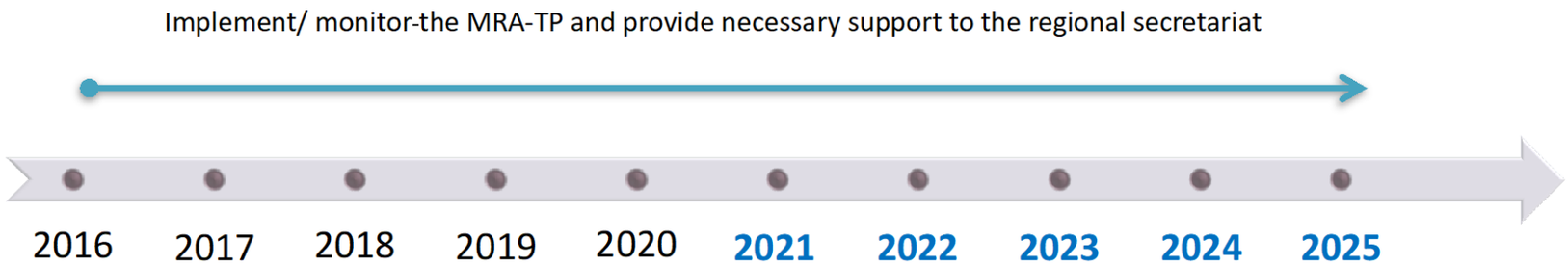


Implementing Body	ASEAN Tourism Competitiveness Committee
Feasibility	High
Comments	The proposed missions/roadshows aim to attract investments in digital technology (as part of the ASEAN Declaration in Digital Tourism) and in tourism businesses seeking innovative sources of financing and capital to aid recovery from COVID-19.

1.4 RAISE CAPACITY AND CAPABILITY OF TOURISM HUMAN CAPITAL

1.4.1 Continue the implementation of the ASEAN Mutual Recognition Arrangement on Tourism Professionals (MRA-TP) by:

1.4.1.1 Supporting the operation of the Regional Secretariat for Implementation of MRA-TP including the operation and maintenance of the ASEAN Tourism Professionals Registration System

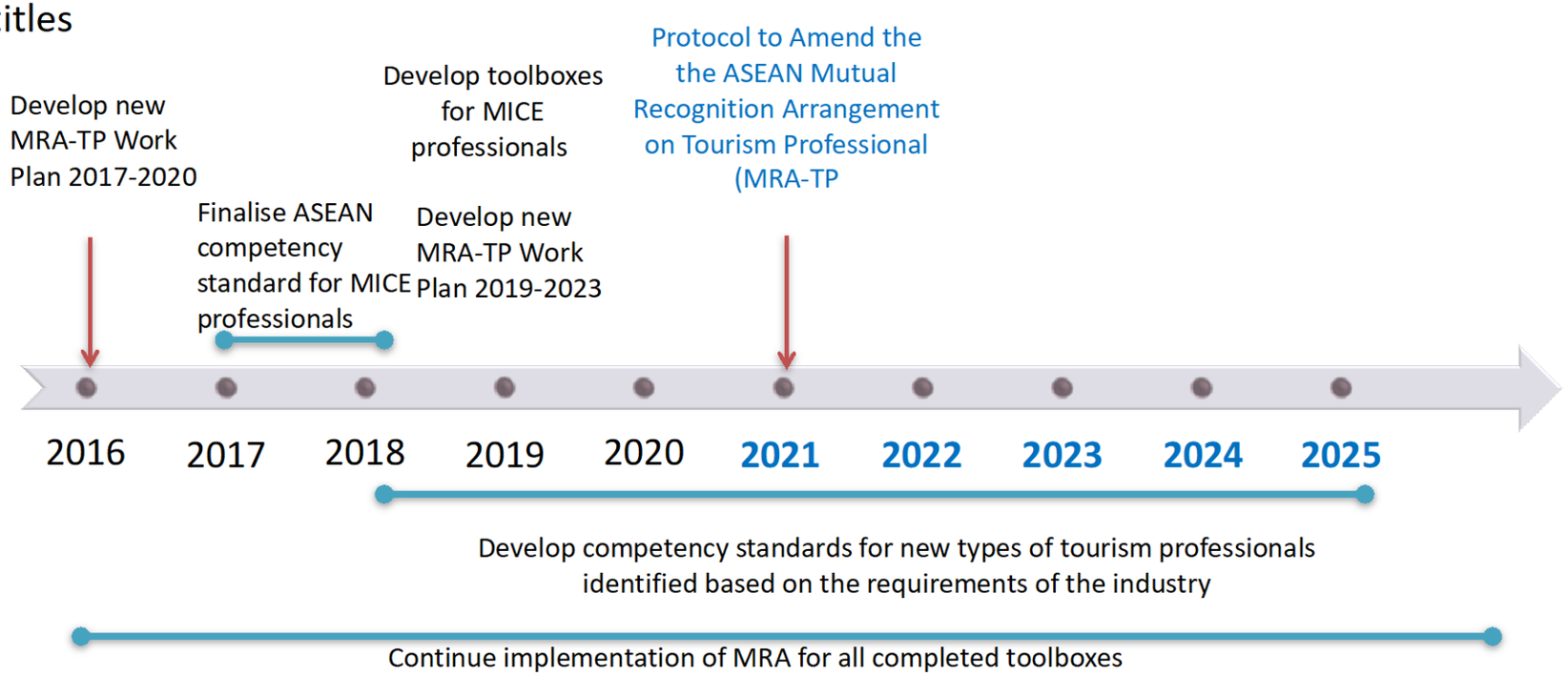


Implementing Body	ASEAN Tourism Professionals and Monitoring Committee (ATPMC)
Feasibility	High
Comments	For the rest of the strategic activities under 1.4, please refer to the Regional Secretariat Structure and MRA Work Plans. The proposed priorities are the full operation of the Regional Secretariat and ASEAN MRA Digital Platform.

1.4 RAISE CAPACITY AND CAPABILITY OF TOURISM HUMAN CAPITAL

1.4.1 Continue the implementation of the ASEAN Mutual Recognition Arrangement on Tourism Professionals (MRA-TP) by:

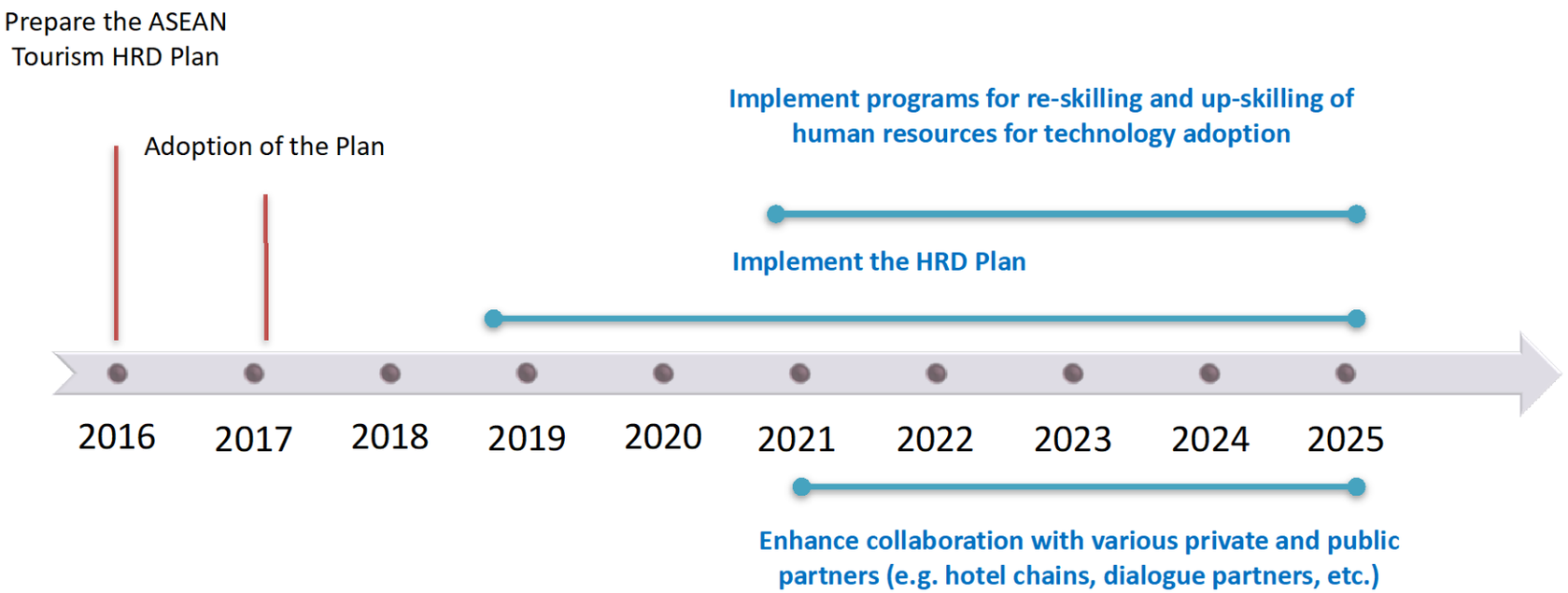
1.4.1.2 expanding implementation of MRA-TP to other related tourism and hospitality job titles



Implementing Body	ATPMC
Feasibility	High
Comments	One proposal is to include the finalization of ASEAN competence standard for MICE and Event professionals, specifically to develop toolboxes for MICE and Event professionals

1.4 RAISE CAPACITY AND CAPABILITY OF TOURISM HUMAN CAPITAL

1.4.2 Prepare and implement the ASEAN Tourism Human Resources Development Plan in coordination with the ASEAN Tourism Resources Management and Development Network (ATRM)



Implementing Body	ASEAN Tourism Competitiveness Committee
Feasibility	High
Comments	The activities are aligned to the ASEAN Declaration on Digital Tourism implementation. The goal is to improve digital literacy of stakeholders through e-platforms among others.

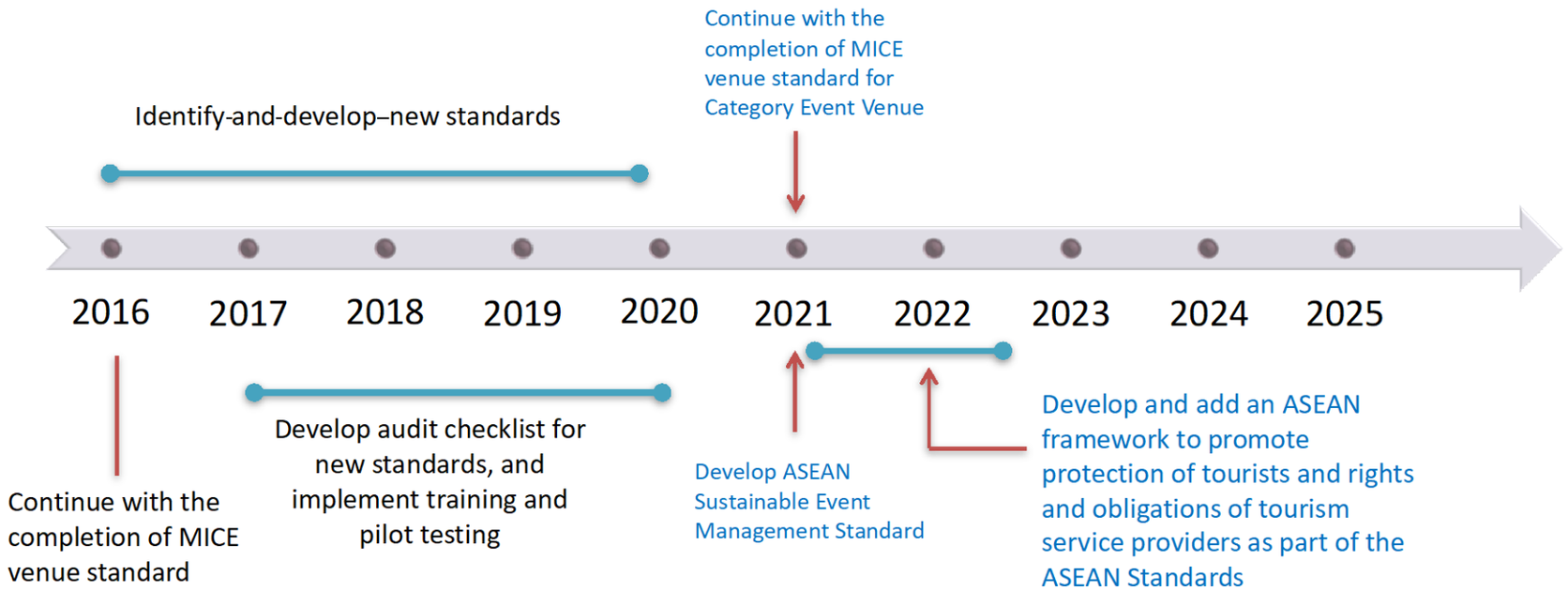
1.5 IMPLEMENT AND EXPAND ASEAN TOURISM STANDARDS FOR FACILITIES, SERVICES AND DESTINATIONS

1.5.1 Promote the adoption and implementation of the ASEAN tourism standards certification system into the policy and regulatory and tourism HRD frameworks of the Member States

Implementing Body	ASEAN Tourism Competitiveness Committee
Feasibility	High
Comments	The activities may focus on developing strategies to enhance effectiveness of ASEAN Quality standards.

1.5 IMPLEMENT AND EXPAND ASEAN TOURISM STANDARDS FOR FACILITIES, SERVICES AND DESTINATIONS

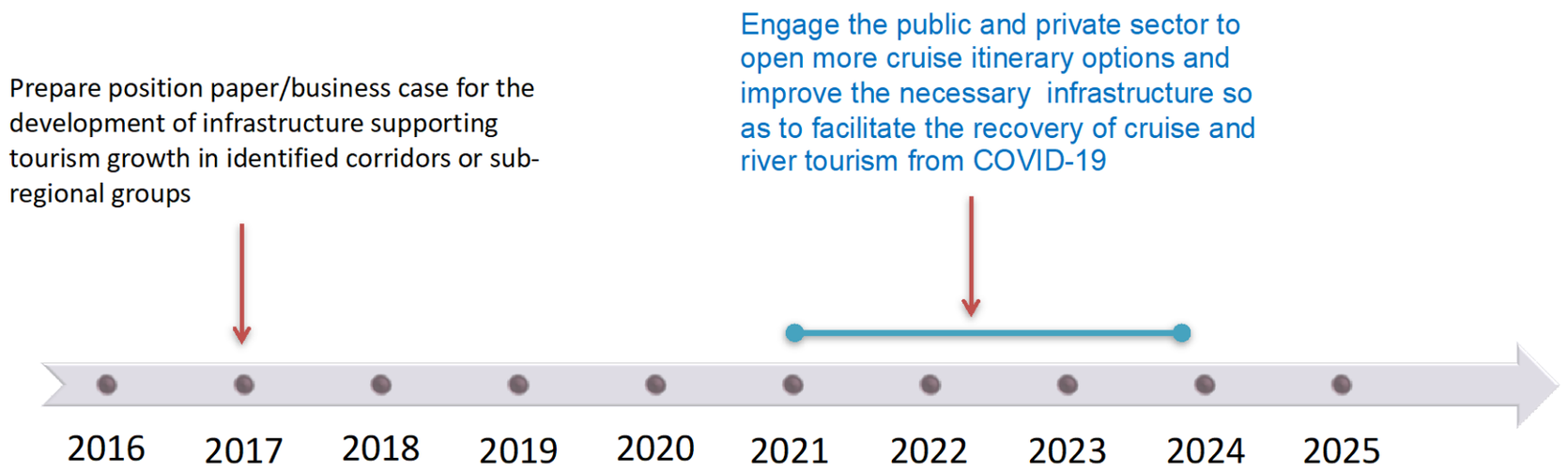
1.5.2 Identify and implement new ASEAN tourism standards



Implementing Body	ASEAN Tourism Competitiveness Committee
Feasibility	High
Comments	The development of the ASEAN Ease of Organizing MICE Index is reflected as an activity under the new action program 1.8 (Develop and Strengthen the ASEAN Tourism Research and Information Infrastructure)

1.6 ENHANCE CONNECTIVITY AND TRAVEL FACILITATION ARRANGEMENTS

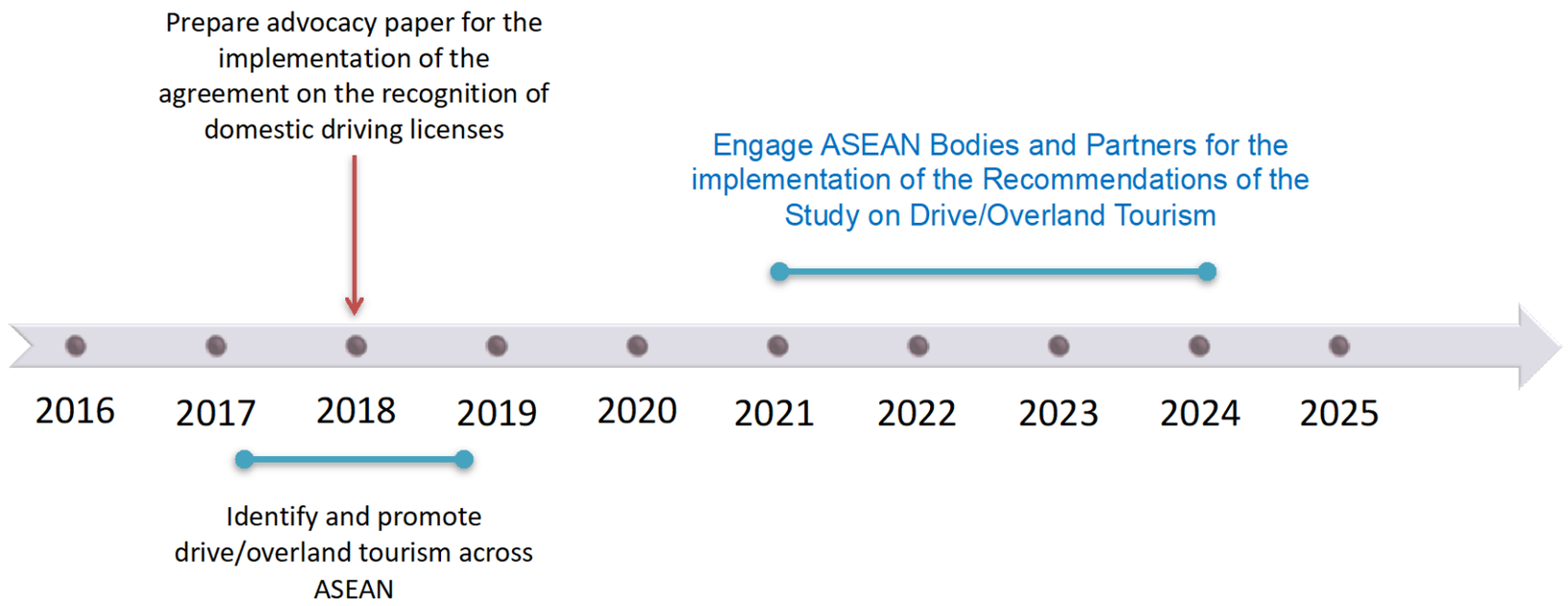
1.6.1 Promote the development of cruise and river tourism including its infrastructure for sea and river cruises



Implementing Body	ASEAN Tourism Competitiveness Committee
Feasibility	High
Comments	Activities under the engagement include but not limited to: (a) facilitating the development and improvement of basic and supporting port infrastructure; (b) maintaining close engagement with cruise lines and river cruise operators to encourage more itineraries to/within SEA as a region; and (c) facilitating capacity building of travel agents in selling cruise tourism products in South East Asia (e.g. in collaboration with Cruise Lines International Association, etc.) to support recovery from COVID-19.

1.6 ENHANCE CONNECTIVITY AND TRAVEL FACILITATION ARRANGEMENTS

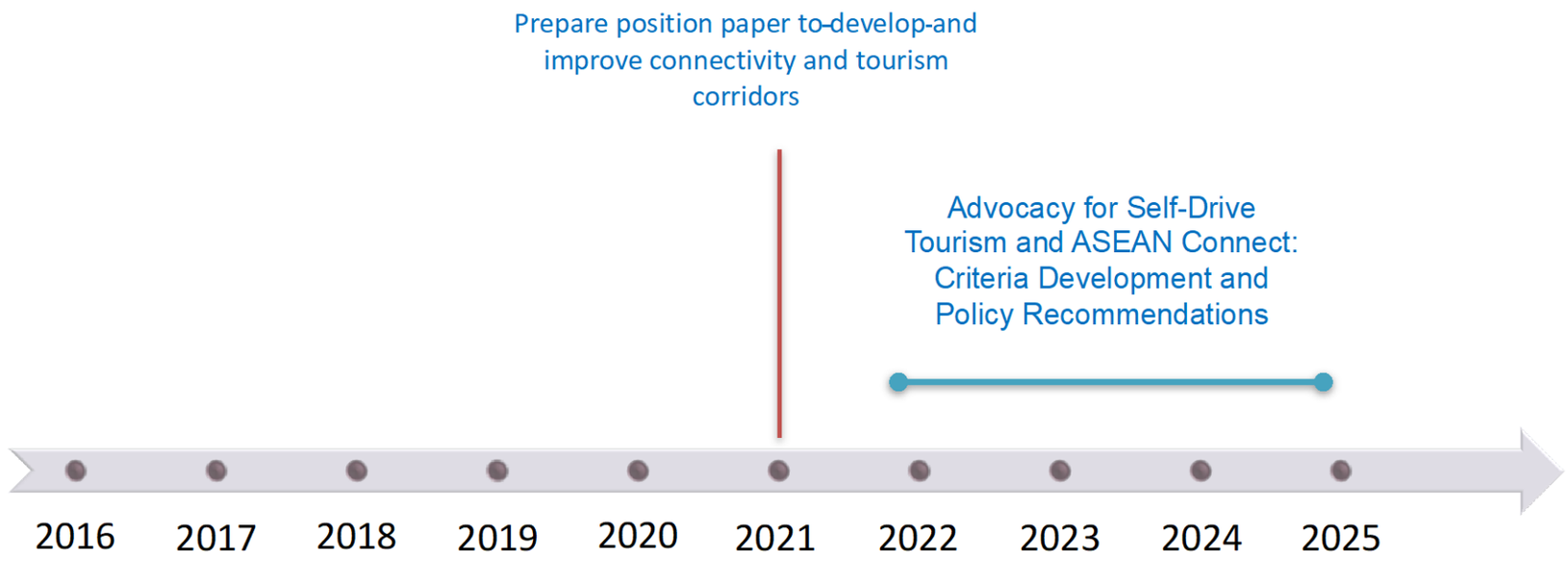
1.6.2 Implement the Agreement on the Recognition of Domestic Driving Licenses Issued by ASEAN Countries to promote drive/overland tourism across ASEAN



Implementing Body	ASEAN Tourism Competitiveness Committee
Feasibility	High
Comments	The engagement with partners can cover activities to support promotion of self-driving holidays.

1.6 ENHANCE CONNECTIVITY AND TRAVEL FACILITATION ARRANGEMENTS

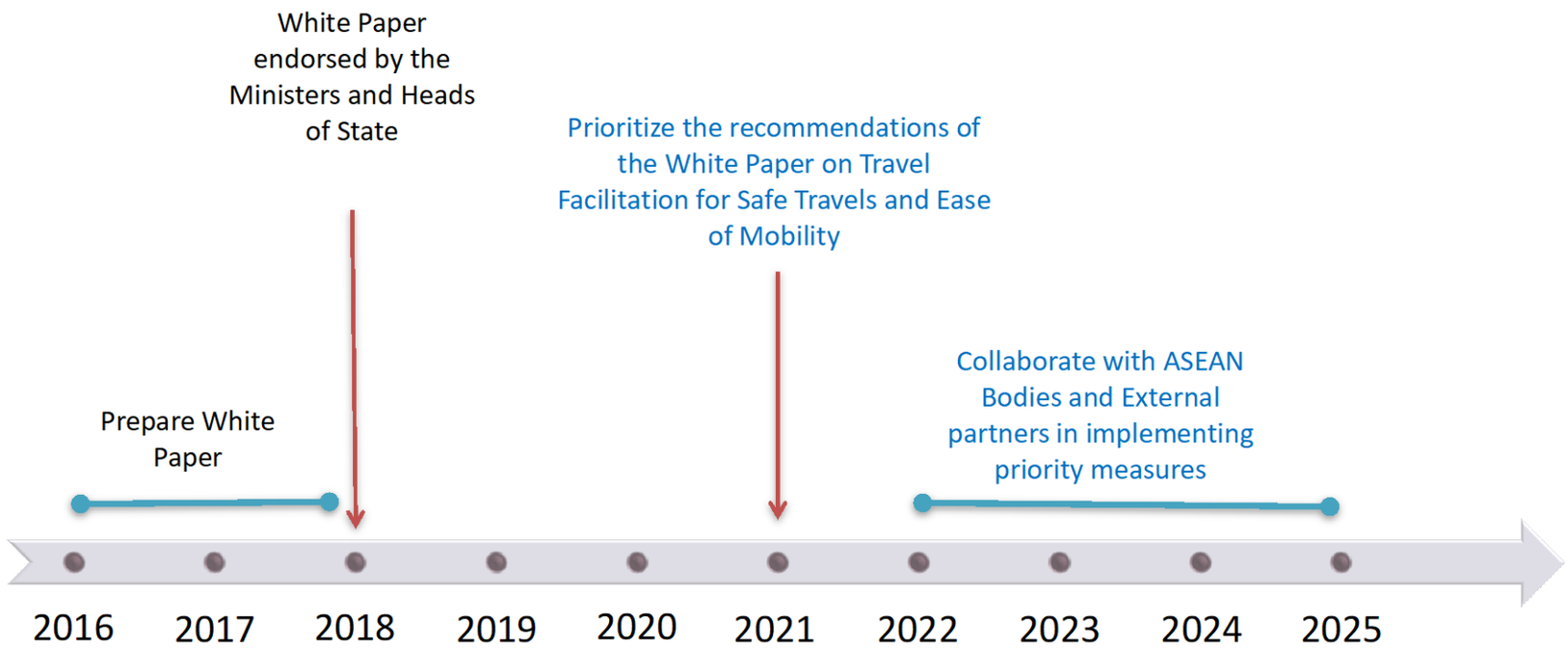
1.6.3 Promote the development of road connectivity along major tourism corridors



Implementing Body	ASEAN Tourism Competitiveness Committee
Feasibility	High
Comments	Remote destinations will become the key to support recovery under the new normal. Thus, tourism related infrastructure development may be considered as the main issue in ASEAN under the new normal.

1.6 ENHANCE CONNECTIVITY AND TRAVEL FACILITATION ARRANGEMENTS

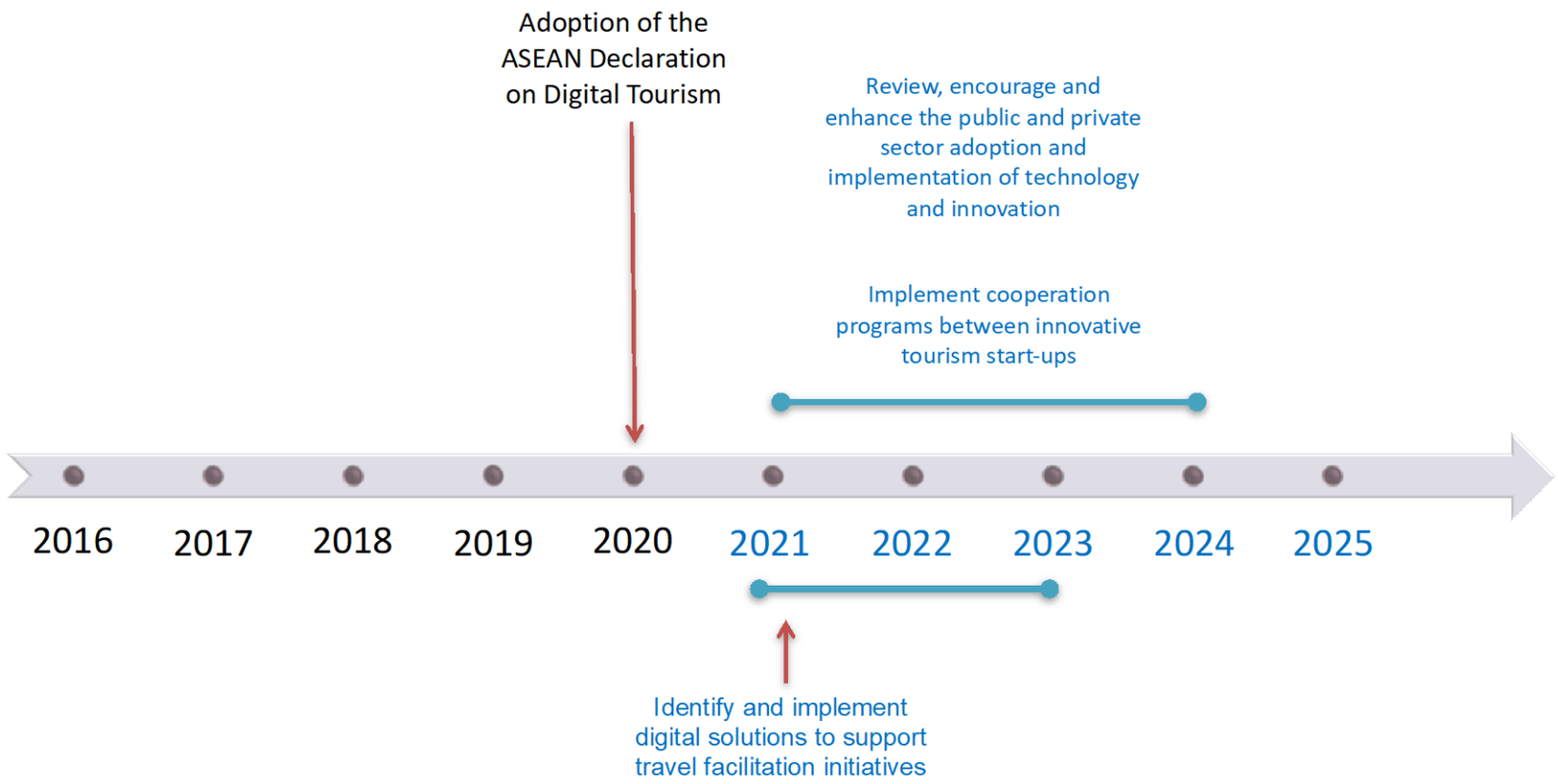
1.6.4 Implement Priority Travel Facilitation Initiatives



Implementing Body	ASEAN Tourism Competitiveness Committee
Feasibility	High
Comments	The activities are intended to support implementation of Safe Travel Protocols (e.g. digitization, e-VISAs, safe and seamless border control procedures during and post-COVID 19).

1.7. Implement Digitalisation of Tourism Initiatives

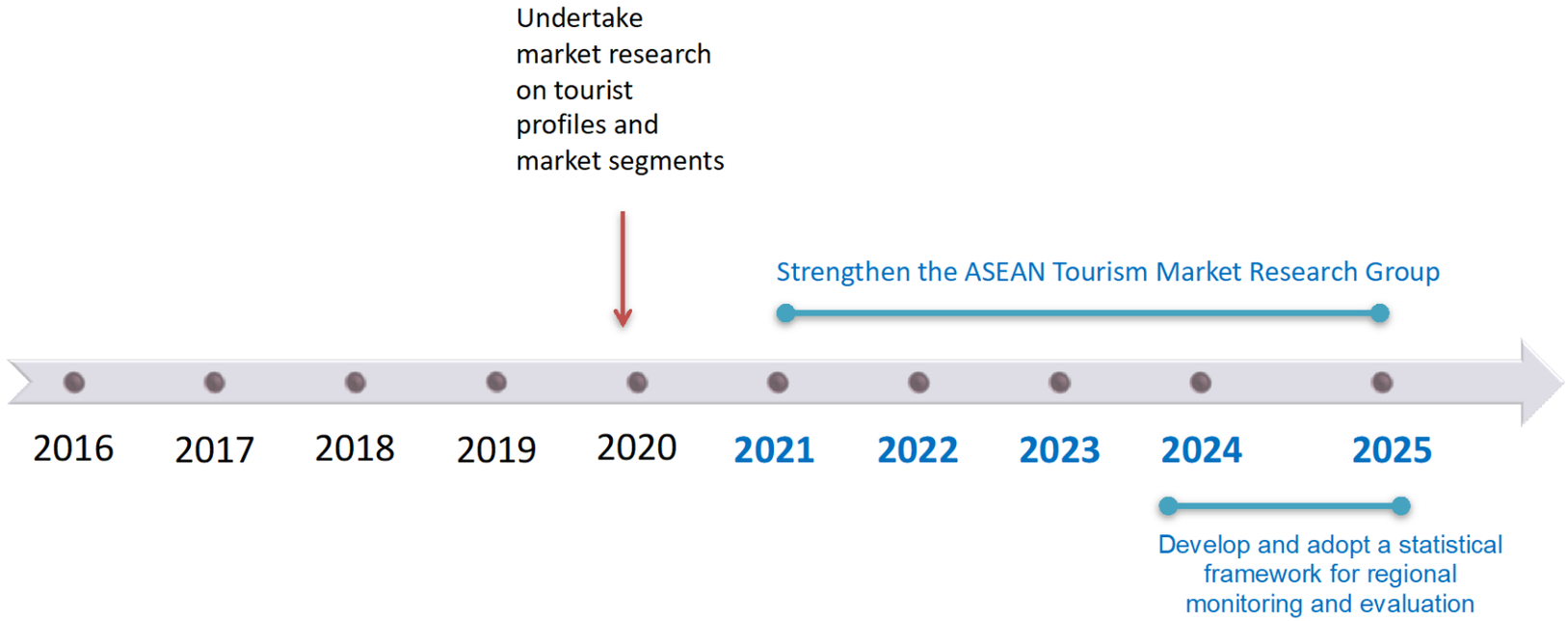
1.7.1 Implement and Expand ASEAN Digital Tourism Services and Infrastructure



Implementing Body	ASEAN Tourism Competitiveness Committee
Feasibility	High
Comments	This action program aims to implement the ASEAN Declaration on Digital Tourism.

1.8 Develop and Strengthen the ASEAN Tourism Research and Information Infrastructure

1.8.1 Enhance the ASEAN tourism statistical framework

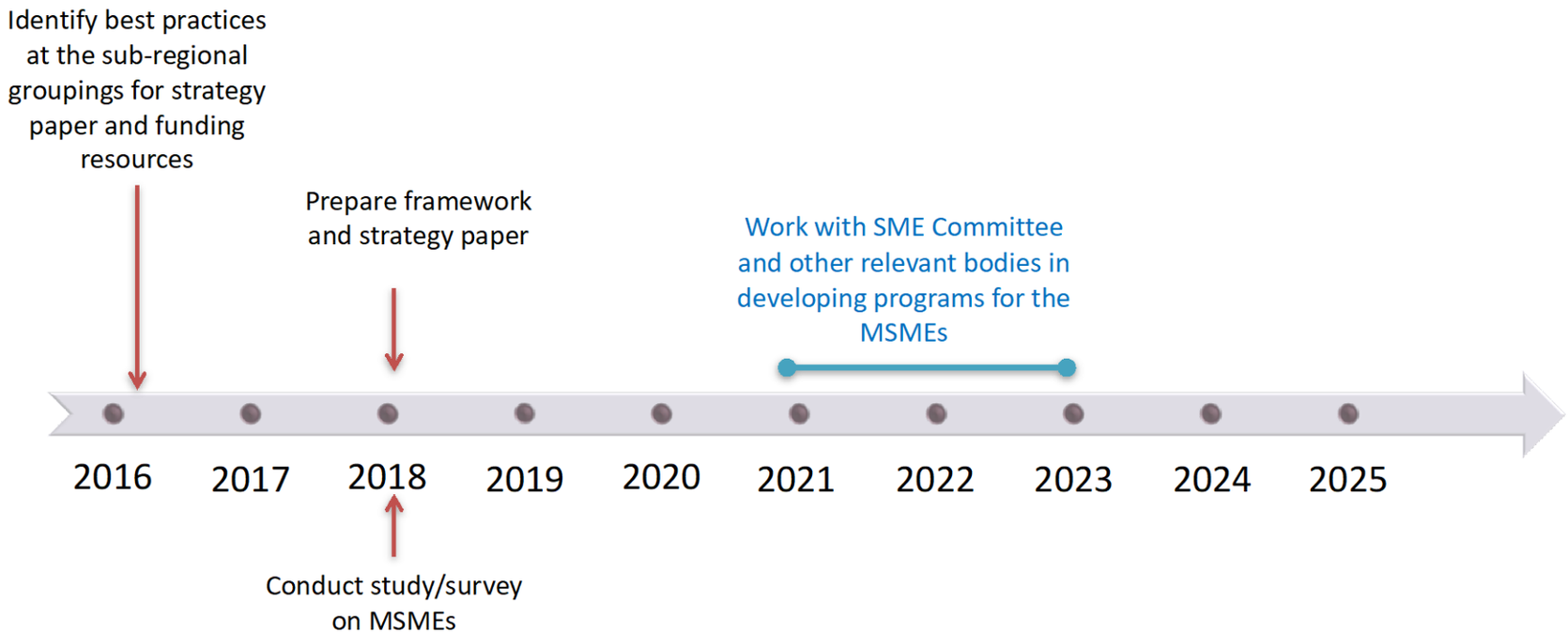


Implementing Body	ASEAN Tourism Competitiveness Committee
Feasibility	High
Comments	Activities to be implemented by the ASEAN Tourism Market Research Group include but not limited to: (a) Evaluation of inclusion of ASEAN travel patterns and multiple-country trip related questions in data instruments, (b) Development of statistical templates for the new products to be developed and marketed for segments such as the youth market, (c) Update of the ASEAN tourism statistics to reflect the dataset, (d) Conduct of training/on the use of templates, (e) Updating/ monitoring of -tourism data for nature-based/cruise/culture and heritage trails/CBTs/health and wellness, (f) Gathering/Collecting investment data, (g) development of ASEAN tourism indices such as the ASEAN Ease of Organizing MICE Index, (h) development of framework for measuring sustainable tourism; (i) design of an efficient standardized data collection system for visitation of tourists in heritage sites and parks.

STRATEGIC DIRECTION 2:
ENSURE SUSTAINABLE AND INCLUSIVE TOURISM

2.1 UPGRADE LOCAL COMMUNITIES AND PUBLIC-PRIVATE SECTOR PARTICIPATION IN THE TOURISM VALUE CHAIN

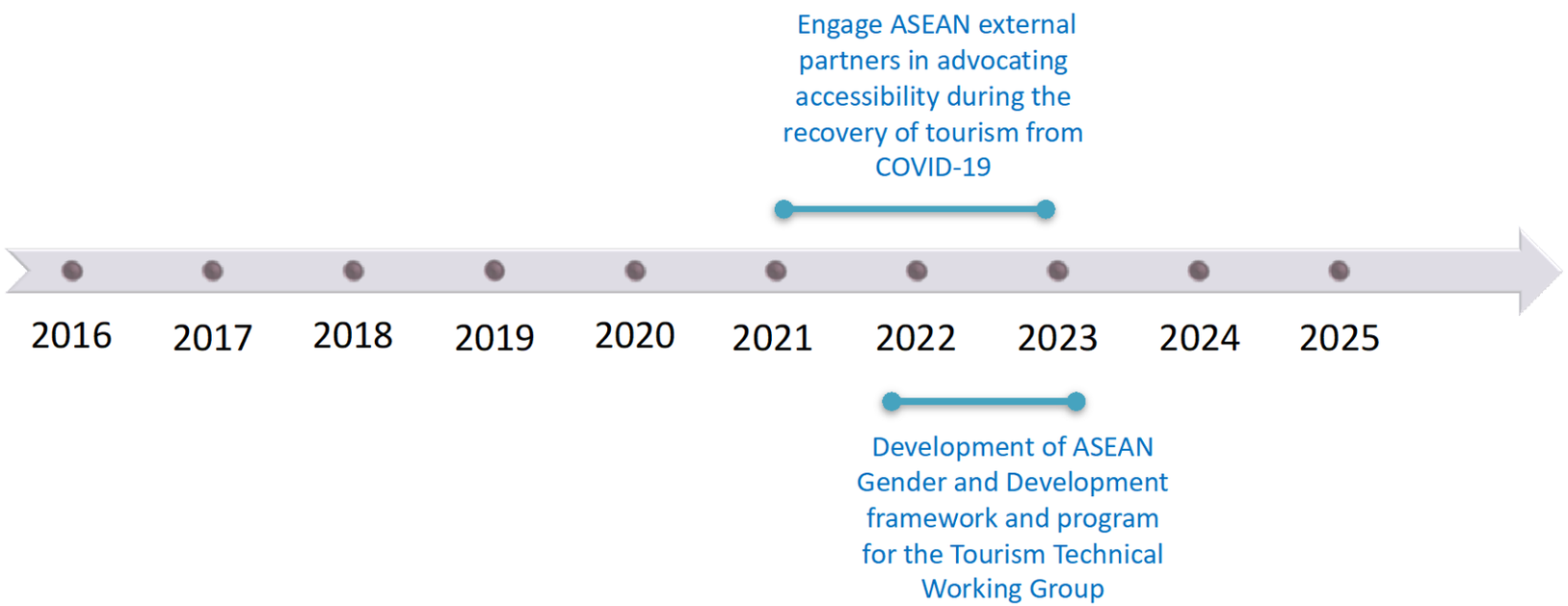
2.1.1 Develop and implement the strategy on participation of local communities and private sectors in tourism development



Implementing Body	ASEAN Sustainable and Inclusive Tourism Development Committee
Feasibility	High
Comments	To encourage meaningful participation of local communities and private sector in ASEAN tourism development.

2.1 UPGRADE LOCAL COMMUNITIES AND PUBLIC-PRIVATE SECTOR PARTICIPATION IN THE TOURISM VALUE CHAIN

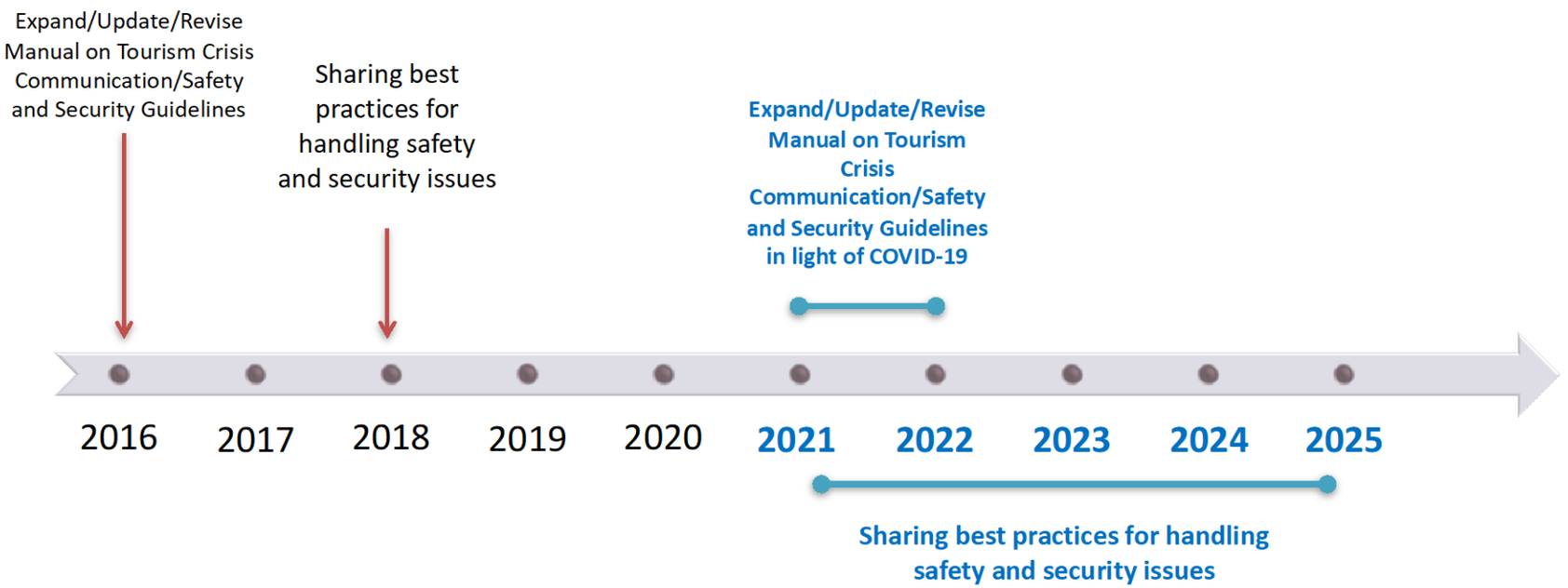
2.1.2 Accessible Tourism for All



Implementing Body	ASEAN Sustainable and Inclusive Tourism Development Committee
Feasibility	High
Comments	This activity aims to ensure that tourism will continue to prioritize access to economic opportunities and to tourism experiences by all especially in light of the impacts of COVID-19.

2.2 ENSURE SAFETY AND SECURITY, PRIORITIZE PROTECTION AND MANAGEMENT OF HERITAGE SITES

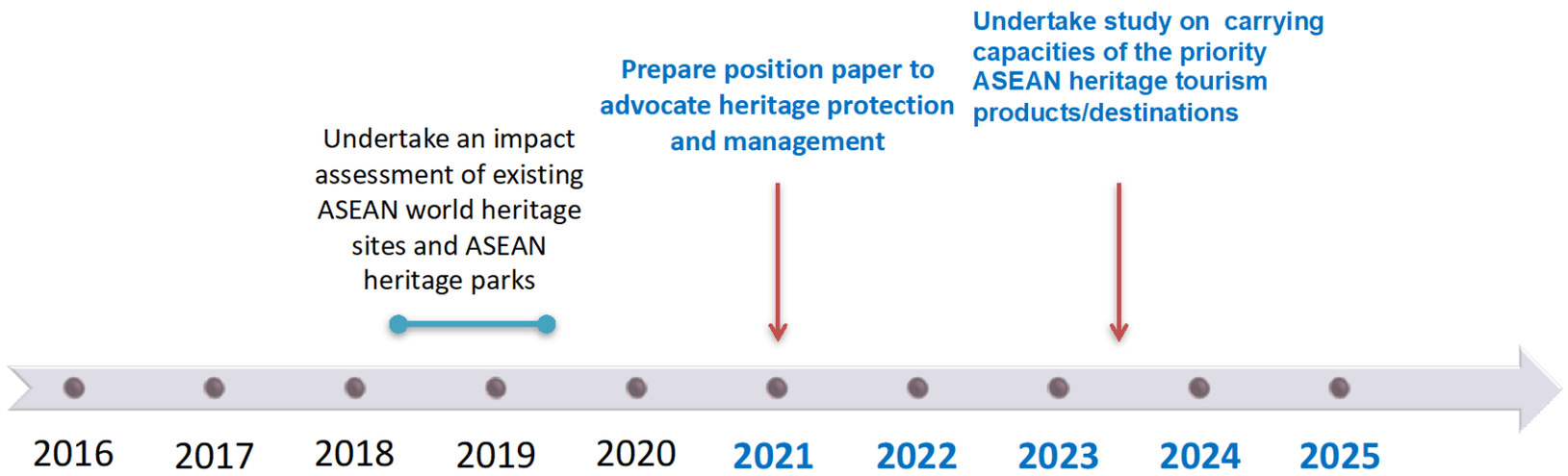
2.2.1 Work with official bodies and organizations in support of safety, security, and protection of key destinations in ASEAN



Implementing Body	ASEAN Sustainable and Inclusive Tourism Development Committee
Feasibility	High
Comments	

2.2 ENSURE SAFETY AND SECURITY, PRIORITIZE PROTECTION AND MANAGEMENT OF HERITAGE SITES

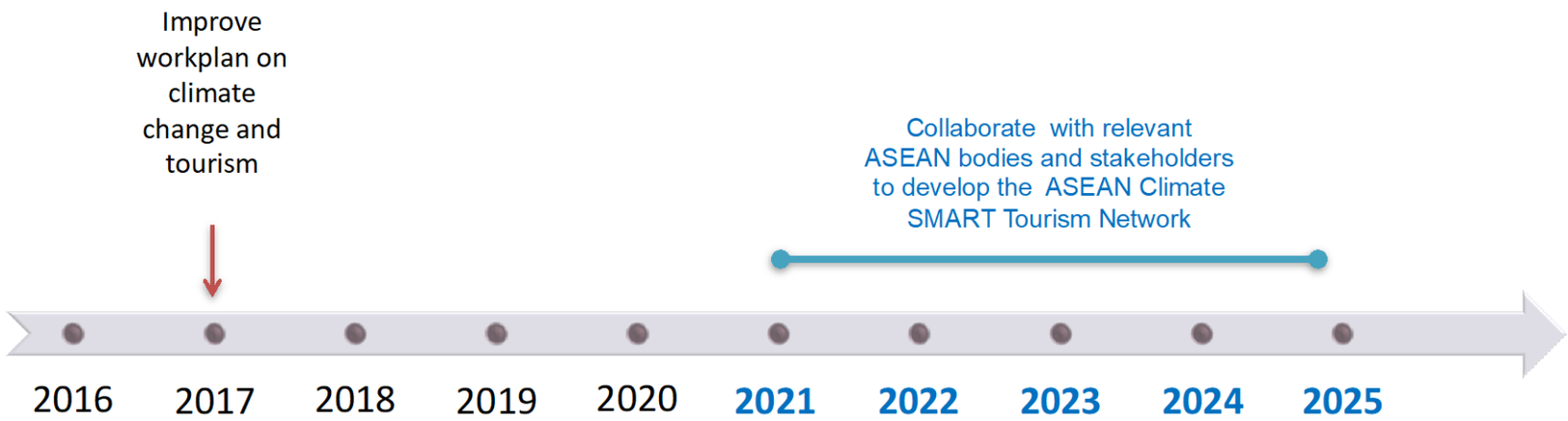
2.2.2 Work with official bodies and organizations in support of the protection and management of tourism heritage sites.



Implementing Body	ASEAN Sustainable and Inclusive Tourism Development Committee
Feasibility	High
Comments	The advocacy will include activity such as capacity building of site managers, tourism officials and tourism operators.

2.3 INCREASE RESPONSIVENESS TO ENVIRONMENTAL PROTECTION AND CLIMATE CHANGE

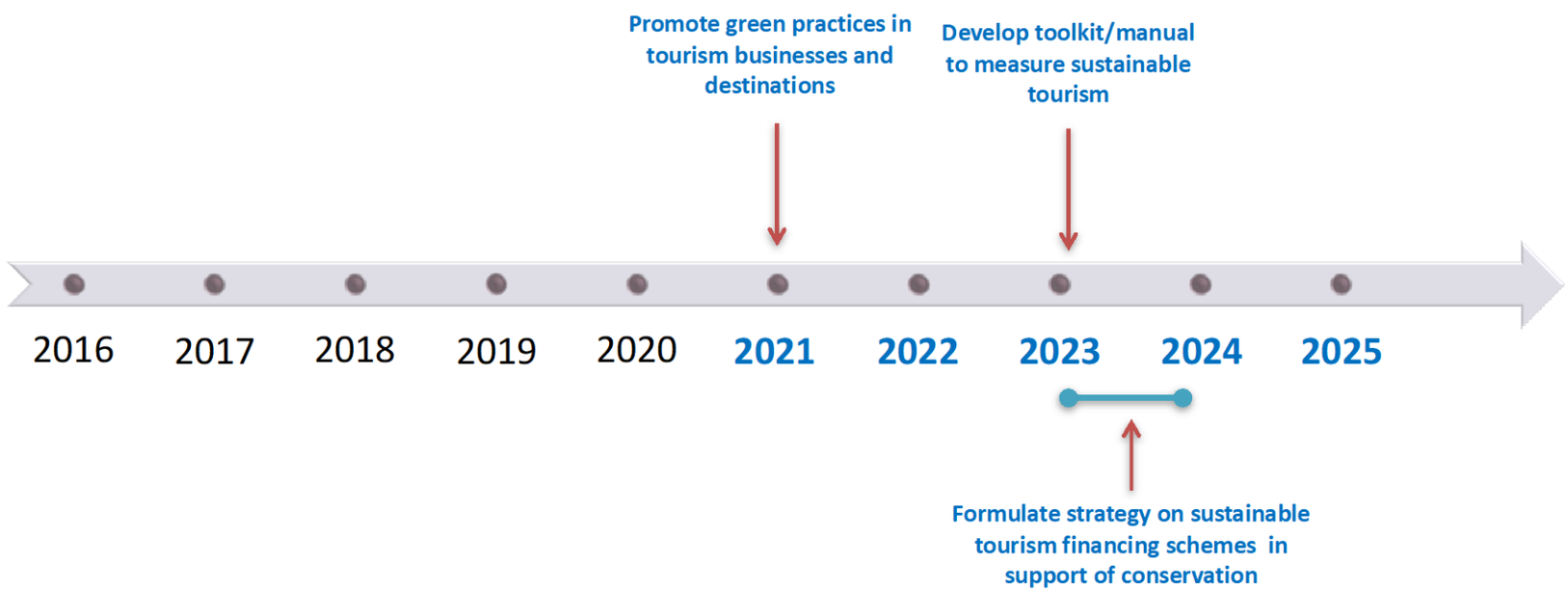
2.3.1 Work with official bodies and organizations to address-environmental, and enhance climate change responsiveness



Implementing Body	ASEAN Sustainable and Inclusive Tourism Development Committee
Feasibility	High
Comments	The collaboration supports priorities: (i) to implement through stronger policy measures and incentives for tourism stakeholders to adopt sustainable and environmentally-friendly practices; and (ii) to promote sustainable and responsible tourism development in ASEAN.

2.3 INCREASE RESPONSIVENESS TO ENVIRONMENTAL PROTECTION AND CLIMATE CHANGE

2.3.2 Design and implement sustainable consumption and production and financing programs



Implementing Body	ASEAN Sustainable and Inclusive Tourism Development Committee
Feasibility	High
Comments	These activities aim to promote resiliency of tourism enterprises, destinations, and communities.

Table 7: Proposed Work Program 2021-2025 (4-Digit Activity Level)

Action Program	KPIs	2021				2022				2023	2024	2025	Remarks
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
SD1: Enhancing Competitiveness of ASEAN as Single Tourism Destination													
1.1 Intensify Promotions and Marketing													
1.1.1 Expand the ASEAN regional destination-marketing program													
1.1.1.1 Update the Regional Experiences to aid recovery from COVID	Number of thematic experiences for wellness, heritage, and nature tourism developed and promoted												Oriented towards completion of wellness and culture and heritage programs
1.1.1.2 Develop ASEAN Tourism Marketing Strategy Action Plans 2021-2025	ATMS Completed for Adoption												For completion in 2020 The ATMS 2021-2025 covers initiatives to address the following priorities of AMS: 1. Promote ASEAN as safe and hygienic tourism destination to restore travel confidence among tourists (Malaysia) 2. Intensify tourism marketing and promotion activities through digital platforms (Malaysia). 3. Collaborate with ASEANTA to promote the “Best 30 Experiences in Southeast Asia” by creating top three (3) best experiences in each Member State according to the theme ‘Wellness, Nature and Ecotourism’. The experiences will be compiled and shared in Southeast Asia travel websites (Malaysia).
1.1.1.3 Implement the ASEAN Tourism Marketing Strategy Action Plans 2021-2025	KPIs of ATMS Achieved												Source: ATSP 2016-2025

1.1.1.4 Update the ATMS Action Plan 2021-2025 to integrate recommendations from adopted post-COVID recovery plan	AMS Updated												Consolidates 1.1.2.13 and 1.1.2.14 from ATSP 2016-2025 (the review of the progress on and *adjustment of partnership* and adjustments in programs can be part of the updating of the ATMS 2021-2025) Below are some of the adjustments in partnerships: 1. Collaborate in creating tour packages and/or bundling of hotel, activities and airlines 2. Provision of industry's input/participation in ASEAN tourism initiatives 3. ASEANTA incentivize travel tourism business to keep up with the health & safety standards in term of Quality Tourism Theme by organizing ASEANTA AWARDS every year 4. Collaborate with ASEANTA promoting the best 30 ASEAN Hygiene &Safety standard experiences
1.1.1.5 Develop the ATMS 2026-2030													
1.2 Diversify tourism product													
1.2.1 Complete the ongoing and identify new product development and marketing approaches													
1.2.1.1 In light of the COVID-19 situation, develop new normal friendly diverse ASEAN tourism products (e.g. Southeast Asia Air Pass and Southeast Asia Attractions Pass) Lead: Singapore proposed to lead the initiatives on the Southeast Asia Air and Attractions Passes	ASEAN tourism products to support recovery developed												Source: ATSP 2016-2025 Identified as priority by Singapore, Malaysia, Myanmar and Philippines to promote tourism under the new health and safety protocols
1.2.1.2 Collaborate with private sector and development partners to improve value proposition of ASEAN tourism products	Programs implemented												Pending activities on dialogue and collaboration with development partners related to the completed product inventory such as Festival Tourism under 1.2.1.2 to be consolidated under 1.2.1.3.

1.2.1.3 Implement programs for the new thematic products													
1.2.2 Support the development of ASEAN sub-regional destinations/corridors targeting more inclusive tourism outcomes													
1.2.2.1 Collaborate with dialogue partners and sub-regional groupings (BIMP-EAGA, GMS, CLMV, ACMECS, IMT-GT and other sub-regions) in implementing programs in light of COVID-19 impacts	Report on areas for collaboration to support mainstreaming of sub-regional programs in light of COVID-19 impacts completed and implemented.												The programs would already be identified from the action program 1.2.1. The activities of 2016-2020 would already provide insights on activities that would promote inclusive outcome. The thrust in 2021-2025 is to already implement programs and to assist the sub-regions safely restart tourism. Adjustments in collaboration to be determined based on the recommendations under Activity 1.2.2.3
1.2.2.3 Prepare report on the mainstreaming/collaboration sub-regional destinations/corridors	Report completed and disseminated Best practices adopted for implementation in future projects												To identify best practices in collaboration and mainstreamed sub-regional programs/projects at the regional levels implemented during the period 2016-2020 and by end of 2025 to reflect lessons from COVID situation and propose way forward for 2026-2030. This also provides inputs to the overall monitoring and evaluation.
1.3 Attract Tourism Investments													
1.3.1 Prepare an ASEAN Tourism Investment Program to support business recovery from COVID-19													
1.3.1.1 Participate in investment roadshows to address the infrastructure gaps	Number of investment roadshows organized relative to target												Ongoing Activity to be updated to include priorities of ASEAN Declaration on Digital Tourism. This will involve preparation of an inventory of investment opportunities in digital technology solutions/infrastructure
1.3.1.2 Identify and share best practices in investment facilitation activities	Best practices in investment facilitation and sustainable financing identified for implementation by AMS												New study proposed to replace the conduct of study on readiness of ASEAN tourism for harmonization of investment policies and regulations.

1.4 Raise Capacity and Capability of Human Capital													
1.4.1 Continue the implementation of the ASEAN Mutual Recognition Arrangement on Tourism Professionals (MRA-TP) by: For the activities, the adjustments will have to be reflected in the MRA-TP workplan 2019-2023, updated to integrate the recommendations of member states to address the impacts of COVID-19.													
1.4.1.1 Support the operation of the Regional Secretariat or an alternative arrangement for Implementation of MRA-TP including the operation and maintenance of the ASEAN Tourism Professionals Registration System	Regional Secretariat operationalized												Activities under the MRA-TP 2019-2023 workplan, as proposed for updating, are implemented by the Regional Secretariat Under the AMS Survey (Cambodia): - Develop and Implement the ASEAN MRA Digital Platform - Activate the full operation of the regional secretariat
1.4.1.2Expand the implementation on of MRA-TP to other related tourism and hospitality job title	New MRA-TP Workplan targets achieved Competency standards completed and implemented												This activity is regularly reported by each ASEAN Member States during ATPMC Meeting. The proposal is to include the finalization of ASEAN competence standard for MICE and Event professionals, specifically to develop toolboxes for MICE and Event professionals
1.4.1.3 Update the ASEAN Common Competency Standards for Tourism Professionals (ACCSTP)	ACCSTP Updated and Implemented by AMS												Source: MRA-TP Work Plan 2019-2023
1.4.1.4 Update the Common ASEAN Tourism Curriculum (CATC)	Number of AMS adopting the CATC												*Source: MRA-TP Work Plan 2019-2023* 22nd ATPMC noted that the survey on the review of CATC is currently ongoing, and has so far obtained 119 respondents. The survey can be accessed through the link https://bit.ly/2oyo82P.
1.4.1.5 Promote Toolboxes for application	Number of workshops implemented among AMS												*Source: MRA-TP Work Plan 2019-2023* 22nd ATPMC noted briefing from the Philippines on the progress of the promotion of the toolboxes for application, including the review and revise of priority toolboxes material. 22nd ATPMC also noted that the Philippines has conducted

													28 Immersion Workshops for tourism educators and trainers throughout the country.
1.4.1.6 Review the ASEAN Tourism Professional Registration System (ATPRS)	ATPRS Utilized by AMS												*Source: MRA-TP Work Plan 2019-2023* 51st ASEAN NTOs noted that the IT Consultant has improved the feel and look of the website especially the landing page. The MRA-TP Consultant would present the improved FAQ page at the ATCM at the ASEAN Secretariat in March/April 2020. Currently, the MRA-TP Consultant is consolidating the registration data and studying the available job platforms. The result of the study would be shared with AMS in due course. The MRA-TP Consultant suggested that AMS could also consider re-launching the new ATPRS at the national level during the job fairs.
1.4.1.7 Design and implement Monitoring, Evaluation and Learning (MEL) Management & Reporting System	MEL System implemented by AMS												*Source: MRA-TP Work Plan 2019-2023* 22nd ATPMC noted that the system design for the MEL framework has been completed by the MRA-TP Consultant and would be circulated to AMS for review in due course.
1.4.1.8 MEL system provides information on employment trends of certified tourism professionals	MEL system operationalized												*Source: MRA-TP Work Plan 2019-2023* 22nd ATPMC noted the MRA-TP Consultant's request for extension on the timeline for this activity. The plans of the MRA-TP consultant should be reviewed first before this action program is finalized for inclusion in the ATSP 2021-2025.
1.4.1.9 Strengthen regional tourism training capacity	Number of training providers Number of Toolbox Materials Adopted												*Source: MRA-TP Work Plan 2019-2023* Activities may include (i) mapping of ASEAN MRA-TP qualification against the ASEAN Qualification Reference Framework (AQRF) to set up common measures for comparing skills and qualification of tourism professionals of each ASEAN countries, which can create a mutual recognition and confidence of tourism professionals' skills in ASEAN and facilitate the mobility of tourism professionals in the region (Thailand); and (ii) review of existing ACCSTP, AQRF and toolboxes to keep them up-to-date with industries requirements and situations

1.4.1.10 Conduct a regional Tourism Labour Market Study (LMS) for improved management of labour demand in AMS	Market study completed												*Source: MRA-TP Work Plan 2019-2023* Considering the similarity of the two activities, 22nd ATPMC noted that this activity is currently being undertaken in combination with Activity 1.4.1.8 (MEL System Provides Information on Employment Trends of Certified Tourism Professionals).
1.4.1.11 Establish Social Media-Based Information Systems to promote regional awareness about the ASEAN MRA-TP	Number of online training sessions Number of participants trained												Source: MRA-TP Work Plan 2019-2023 Ongoing. 23rd ATPMC noted the following suggestions from the MRA-TP Consultant to enhance awareness and promote the implementation of MRA-TP: (a) To conduct MRA-TP learning sessions on Facebook and YouTube by interviewing ATMPC representatives in each Member States as well as discussions with Master Trainers and Assessors; (b) To conduct online MRA-TP awareness webinars; (c) To consider partnership with ASEAN Youth Organisations in conducting a series of webinars
1.4.1.12 Develop Recognition of Prior Learning (RPL) mechanism	RPL developed												23rd ATPMC noted Cambodia is currently working on the draft guidelines for ASEAN Recognition of Prior Learning (RPL) Regional Workshop and would circulate it to ASEAN Member States for input and comments in due course. Due to the circumstances, Cambodia would organise the regional workshop for the development of RPL
1.4.2 Prepare and implement the ASEAN Tourism Human Resources Development Plan in coordination with the ASEAN Tourism Resources Management and Development Network (ATRM)													
1.4.2.1 Implement the HRD Plan	Number of training sessions conducted on cruise, ecotourism, and tourism heritage												Ongoing Given the HRD workshops and programmes on Cruise, Cultural Heritage and ecotourism conducted in past years, there is a need to review the action programme and activities in order to upskill tourism professionals in other areas. One AMS proposed to organize one HRD workshop/programme annually on a rotating basis (begin with Brunei Darussalam) by considering using ASEAN NTO Funds (Thailand)

1.4.2.2 Enhance collaboration with various private and public partners (e.g. hotel chains, dialogue partners, etc.) to implement programs for re-skilling and up-skilling of human resources for technology adoption													New activity proposed to implement ASEAN Declaration on Digital Tourism We need to ensure that ASEAN has the required financial and manpower resources to oversee this in the long run and not a once off. There will be maintenance, development and updating costs. We may also wish to park this somewhere in 1.7.1.2. Strengthen the digital literacy within the ASEAN travel and tourism community so as to boost their knowledge and capabilities given the shift towards digital technology and transformation age. This could be through capacity building, sharing of best practices, online trainings, etc. by various tourism stakeholders. Source: AMS Survey (Singapore)
1.5 Implement and Expand ASEAN Tourism Standards for Facilities, Services and Destinations													
1.5.1 Promote the adoption and implementation of the ASEAN tourism standards certification system into the policy and regulatory and tourism HRD frameworks of the Member States													
1.5.1.1 Disseminate the existing ASEAN Tourism Standards to all stakeholders through workshops, online, and other materials	Workshops on ASEAN Tourism Standards are organized and completed, Online platforms/links for the ASEAN Tourism Standards are created and made accessible												Ongoing. The proposal of Cambodia to develop strategies to enhance effectiveness of ASEAN Quality standards can be part of this activity.
1.5.1.2 Develop and add (as Annex) hygiene and safety measures in the current ASEAN Tourism Standards in order to appropriately respond to COVID-19 and future crises	Standards completed and adopted as common protocols												*New activity proposed from the survey of AMS (Thailand, Brunei)*
1.5.2 Identify and implement new ASEAN tourism standards system.													

1.5.2.1 Continue completion of MICE Venue Standard for Category Event Venue	Standard completed and adopted												*In progress.* At 9th ATCC, Thailand informed that the AMVS Meeting has been rescheduled to 2021 due to COVID-19.
1.5.2.2 Develop ASEAN Sustainable Event Management Standard	Standard developed and adopted												New activity proposed from the survey of AMS (Thailand)
1.5.2.3 Develop and add an ASEAN framework to promote protection of tourists and rights and obligations of tourism service providers as part of the ASEAN Standards (this could be done through collaboration with external partners)	Framework developed												This initiative replaces the ATSP 2016-2025 activity on the inclusion of tourism in the ASEAN Consumer Protection Code
1.6 Enhance Connectivity and Travel Facilitation Arrangements													
1.6.1 Promote the development of cruise and river tourism including its infrastructure for sea and river cruises													
1.6.1.1 Engage the public and private sector to open more cruise itinerary options and improve the necessary infrastructure so as to facilitate the recovery of cruise and river tourism from COVID-19	Resumption of safe cruise travels and opening of new cruise and river cruise itineraries												ASEAN NTOs should continue to facilitate the development and improvement of basic and supporting port infrastructure; maintain close engagement with cruise lines and river cruise operators to encourage more itineraries to/within SEA as a region; and facilitate capacity building of travel agents in selling cruise tourism products in SEA (e.g. in collaboration with Cruise Lines International Association, etc.). This will accelerate the recovery of connectivity and boost tourism recovery for the cruise sector (Singapore)
1.6.2 Implement the Agreement on the Recognition of Domestic Driving Licenses Issued by ASEAN Countries to promote drive/overland tourism across ASEAN													

1.6.2.1 Engage ASEAN Bodies and Partners for the implementation of the Recommendations of the Study on Drive/Overland Tourism	Number of recommendations adopted												Consolidates the 1.6.3.3 and 1.6.3.4 into one activity to be started in 2021 This may include activities such as expansion to promote self-driving holidays.
1.6.3 Promote the development of road connectivity along major tourism corridors													
1.6.3.1 Prepare position paper to develop and improve connectivity along tourism corridors Lead country/coordinator: Thailand	Criteria and Policy Recommendations adopted												8th ATCC noted project proposal submitted by Thailand on Self-Drive Tourism and ASEAN Connect: Criteria Development and Policy Recommendations under NTOS Fund 2019.
1.6.3.2 Advocate for the tourism strategy on infrastructure Lead country/coordinator: Thailand	Number of recommendations addressed												8th ATCC noted project proposal submitted by Thailand on Self-Drive Tourism and ASEAN Connect: Criteria Development and Policy Recommendations under NTOS Fund 2019.
1.6.4 Implement Priority Travel Facilitation Initiatives													
1.6.4.1. Prioritize the recommendations of the White Paper on Travel Facilitation and set implementation timeframe during COVID and post COVID -19	Number of priority facilitation measures addressed												Consolidates the activities 1.7.1.3 and 1.7.1.4 in ATSP 2016-2025
1.6.4.2. Collaborate with ASEAN Bodies and External partners in implementing priority measures													

1.7 Implement Digitalisation of Tourism Initiatives													
1.7.1 Implement and Expand ASEAN Digital Tourism Services and Infrastructure													
1.7.1.1 Review, encourage and enhance the public and private sector's adoption and implementation of technology and innovation in the travel and tourism industry													This is to implement Item 2 under the ASEAN Digital Tourism Declaration. New activity proposed in AMS Survey (Singapore) and Philippines This activity may cover the documentation of best practices in development and utilization of digital platforms to support ASEAN tourism e-commerce.
1.7.1.2 Identify and implement digital solutions to support travel facilitation initiatives during and post COVID-19 period.													This is to implement the ASEAN Digital Tourism Declaration.
1.7.1.3 Implement cooperation programs between innovative tourism start-ups													New activity proposed in AMS Survey (Myanmar)
1.8 Develop and Strengthen the ASEAN Tourism Research and Information Infrastructure													
1.8.1 Enhance the ASEAN tourism statistical framework (previously 1.1.1 under the ATSP 2016-2025)													
1.8.1.1 Market research on tourist profiles and market segments – Lead country/coordinator: Indonesia	Market research study completed												To support the ATMS implementation

1.8.1.2 Strengthen the market research group – Lead country/coordinator: Indonesia	Market Research Group Set Up and Work Plan 2021-2025 Adopted												Activities to include but not limited to: (a) Evaluation of inclusion of ASEAN travel patterns and multiple-country trip related questions in data instruments, (b) Development of statistical templates for the new products to be developed and marketed, (c) Update of the ASEAN tourism statistics to reflect the dataset, (d) Conduct of training/on the use of templates, (e) Updating/ monitoring of tourism data for nature-based/cruise/culture and heritage trails/CBTs/health and wellness, (f) Gathering/Collecting investment data, (g) development of ASEAN tourism indices such as the ASEAN Ease of Organizing MICE Index, (h) development of framework for measuring sustainable tourism; (i) design of an efficient standardized data collection system for visitation of tourists in heritage sites and parks.
1.8.1.3 Develop and adopt a statistical framework and monitoring system for NTO-funded projects and regional monitoring and evaluation													New activity proposed in AMS Survey (Philippines)
ASEAN Sustainable & Inclusive Tourism Development													
2.1 Upgrade Local Communities and Public- Private Sector Participation in the Tourism Value Chain													
2.1.1 Develop and implement the strategy on participation of local communities and private sector in tourism development													
2.1.1.1 Work with SME Committee and other relevant bodies in developing programs for the MSMEs to mitigate the impacts of COVID-19	Number of Tourism SMEs assisted as a result of the alliance with ASEAN Bodies												New activity proposed at 8th ASITDC for Work Plan 2020-2021 of ATSP 2016-2025. To encourage meaningful participation of local communities and private sector in ASEAN tourism development, which was limited and accorded lower priority during the first half of the implementation of the ATSP i.e. 2016- 2020) (Malaysia)
2.1.2 Accessible Tourism for All													

2.1.2.1 Engage ASEAN external partners in advocating accessibility during the recovery of tourism from COVID-19													***In progress.*** 8th ASITDC noted Thailand had organized an "ASEAN Plus Three (APT) Tourism for All Workshop 2019" on 15 -18 September 2019 in Pattaya City, Thailand and Thailand to share the results of the research on Accessible Tourism for All with AMS in English version. This activity aims to ensure that tourism will continue to prioritize access to economic opportunities and to tourism experiences by all especially in light of the impacts of COVID-19.
2.1.2.2 Develop an ASEAN Gender and Development in Tourism Technical Working Group	GAD Plan for the TWG adopted												New activity proposed in AMS Survey (Philippines)
2.2 Ensure Safety and Security, Prioritize Protection and Management of Heritage Sites													
2.2.1 Work with official bodies and organizations in support of safety, security, and protection of key destinations in ASEAN													
2.2.1.1 Expand/Update/Revise Manual on Tourism Crisis Communication/Safety and Security Guidelines - Malaysia (Tourism Crisis Communication) - Indonesia (Safety and Security Guidelines)	Revised Manual Completed and Adopted												In progress The inclusion of capacity development program for NTOs, National and Local Government officials, and Private Sector to promote a streamlined crisis communication mechanism (Philippines)

2.2.1.2 Sharing Best Practices for Handling safety and Security Issues – Lead country/coordinator: - Malaysia (Tourism Crisis Communication) - Indonesia (Safety and Security Guidelines)	Number of workshops/dialogues conducted												Ongoing
2.2.2 Work with official bodies and organizations in support of the protection and management of tourism heritage sites.													
2.2.2.1 Prepare position paper to Advocate Heritage Protection and Management – Lead country/coordinator: Lao PDR													*Source: ATSP 2016-2025* The advocacy will include activity such as capacity building of site managers, tourism officials and tourism operators.
2.2.2.2 Undertake study and capacity development on carrying capacities and destination management standards of the priority ASEAN heritage tourism products/destinations Lead country/coordinator:													*New activity proposed by Philippines*
2.3 Increase Responsiveness to Environmental Protection and Climate Change													
2.3.1 Work with official bodies and organizations to address environmental, and enhance climate change responsiveness													

2.3.1.1 Collaborate with relevant ASEAN bodies and stakeholders to develop the ASEAN Climate SMART Tourism Network (and online platform) – Lead country/coordinator: Philippines													Consolidates 2.3.1.1. and 2.3.1.2 of the ATSP 2016-2025. ASEAN NTOs to continue working closely with their private and public counterparts to address environmental concerns, to enhance climate change responsiveness, and to ensure a mindful and sustainable tourism growth for the future. This may be done through stronger policy measures in place by the governments, education of the private sector, as well as encouraging and incentivising tourism stakeholders to adopt sustainable and environmentally-friendly practices (Singapore). To encourage more programs and activities that promote sustainable and responsible tourism development in ASEAN, which may have been overlooked due to the focus of past initiatives on marketing and promotional efforts (Malaysia) The proposed alignment supports the product priority on ASEAN Gastronomy Tourism that identifies sustainable agriculture as one of the four pillars. This can be expanded to cover other products such as culture, cruise, ecotourism.
2.3.2 Design and implement sustainable consumption and production and financing programs													
2.3.2.1 Promote green practices in tourism businesses and destinations Lead country/coordinator: Philippines													New activity proposed from AMS Survey (Philippines)
2.3.2.2 Formulate strategy on sustainable tourism financing schemes in support of conservation Lead country/coordinator: Philippines													New activity proposed from AMS Survey (Philippines)

2.3.2.3 Develop toolkit/manual to measure sustainable tourism Lead country/coordinator:													New activity proposed from AMS Survey (Cambodia)

Appendix 1 – Summary of the Priority Initiatives by AMS (Based on the Survey) and Inputs from External Partners

Strategic Direction 1: Competitive Tourism

Strategic Action Program	AMS		External Partners/Stakeholders		Remarks
	Priorities	**Rationale**	**Priorities**	**Rationale**	
1.1 Intensify Promotions and Marketing	1.1.2 Expansion of the ASEAN regional destination-marketing program (Malaysia, Singapore, Viet Nam).	Marketing ASEAN as a safe destination. The marketing programs are proposed to be oriented towards communicating the message that the ASEAN is a safe destination to expedite recovery (Malaysia). The priority is to keep the region at the top of the list of travel destinations post COVID-19 by utilizing various social marketing channels especially digital platforms (Singapore). To support this priority, the AMS needs to disseminate the existing ASEAN Tourism Standards and Health and Safety Protocols to all stakeholders through various online platforms – ASEAN Secretariat and AMS websites and social media pages (Singapore, Viet Nam).	1.1.1.Enhance the ASEAN tourism statistical framework (ATRA)	There is a need to understand the requirements of market segments. Through market research, ASEAN will be able to design products with a strong focus on empathy and customer connection, socially and environmentally compliant, and beyond the usual shown on TV ads and the like. (a) Youth market: focus on exploration, interaction, and emotional experience and expect greater link between tourism services and their everyday life. (b) Products connected with adventure and involvement (c) Products that engage travellers to connect with and learn from local communities.	The ATMS 2021-2025 serves as guide to the AMS in achieving the vision of 2025 and addressing the recovery efforts from COVID-19 The ATMS 2021-2025 already prioritizes the marketing of SEA via digital and social marketing channels. The ASEAN NTOs will need to work more closely with the official bodies and organizations responsible for safety in light of the COVID-19 pandemic.
			1.1.2 (ASEAN-Korea, WTTC, MTCO)	Offer promotions, more affordable products or greater value to incentivize domestic and international travel, taking into	Provide consistent and coordinated communication to travelers, offering information to have better risk assessment, awareness and

				considerations national and international health guidelines (WTTC) Cooperate with governments in the promotion of destinations that are open for business and document testimonials to rebuild traveler confidence (WTTC) Inspired traveller segment (MTCO)	management, facilitate their journeys and enhance their experience. (WTTC)
1.2 Diversify Tourism Product	1.2.1Product diversification/identification of new product development and marketing approaches (Singapore, Malaysia, Myanmar and Philippines) 1.2.1.4 Implement programs for the new thematic products (Myanmar) 1.2.3.1 Establish regional inventory of ecotourism sites within ASEAN (Myanmar)	The ATSP aims to position ASEAN as a diverse destination. The proposed priority is to highlight products and experiences that can be enjoyed by the travelers given the distancing requirements. The AMS will need to collaborate in identifying these so-called “new normal friendly” products and experiences. The implementation of regional passes (i.e. SEAsia Air and Attraction Passes) is proposed as priority action in order to (1) showcase the vibrancy and diversity of Southeast Asia, and (2) aid ASEAN in collecting necessary visitorship data to make better informed decisions and choices, as well as understand our target audiences (Singapore) Ecotourism is one product that can be promoted for safe restart of destinations. There are a	1.2.1Product diversification/identification of new product development and marketing approaches (ATRA, WTTC, ASEAN-China, ASEAN-Korea, ASEAN-Japan) Creating/Bundling tour packages involving hotel, activities, restaurant, transport and/or airlines (Strategic Action: 1.2) (ASEANTA)	New opportunities to come up with fresh products and creative packages tailored to a growing market segment of middle-class travellers. Every ASEAN country should try to develop new products that are somewhat different from those offered by another country. There is a tendency towards commoditization of tourism products that tend to converge rather than remain unique in its characteristics—whether developing ecotourism products, shopping, urban tourism, homestays. The travel markets within SEA are inherently diverse and travelers within the region would like to seek out the differences as their travel experience. The vitality of ASEAN as a single tourism destination depends on creativity, dynamism and interest generated by its member countries.	The implementation of the SEA Air Pass and Attractions Pass is proposed as new activity under 1.2.1.2 In light of the COVID-19 situation, develop and implement new normal friendly diverse ASEAN tourism products. The proposed new thematic products including the ecotourism sites that have been identified in completed inventory can be included as part of the program under 1.2.1.2.

		number of ecotourism sites within ASEAN that can be prioritized further and promoted as safe destinations. A regional inventory serves as basis for packaging these products is needed to support the development of new products.		This is in keeping with the vision that ASEAN positions itself as a unique and sustainable destination offering diverse tourism experiences. Adapt business models to the new global situation and collectively work to develop new products and solutions to boost domestic and international tourism. (WTTC)	
1.3 Attract Tourism Investments	1.3.1.3 Organization and participation in investment roadshows in potential markets (Viet Nam) 1.3.1.4 Conduct of study on increasing readiness of ASEAN tourism for harmonization of investment policies and regulations given the impacts of COVID-19 (Myanmar)	Investment generation will need to adapt and adopt with the current COVID-19 situation (Myanmar)			Investment roadshows are proposed to be continued.
1.4 Raise Capacity and Capability of Human Capital	1.4.1 Continuation of the implementation of the ASEAN Mutual Recognition Arrangement (MRA) on Tourism Professionals		Review the existing ACCSTP, AQRF and toolboxes to keep them up-to-date with industries requirements and situations (Strategic Action: 1.4) (ASEANTA) US-ABC, ASEAN-Korea, ASEAN-China, ASEAN-Japan)		
	1.4.1.1 Prioritization of support for the operation of the Regional Secretariat for Implementation of MRA-TP (Viet Nam)				
	1.4.1.2 Expanding implementation of MRA-	Finalisation of ASEAN competency standard for MICE			

	TP to other related tourism and hospitality job title (Thailand)	and Event professionals (Develop toolboxes for MICE and Event professionals)	
	1.4.1.9 Strengthen regional tourism training capacity: ASEAN MRA-TP qualification mapped against the ASEAN Qualification Reference Framework (AQRF) (Thailand)	Through this activity, the ASEAN will be able to set up common measures for comparing skills and qualification of tourism professionals of each ASEAN countries, which can create a mutual recognition and confidence of tourism professionals' skills in ASEAN and facilitate the mobility of tourism professionals in the region (Thailand).	
	1.4.2 Preparation and implementation of the ASEAN Tourism Human Resources Development Plan in coordination with the ASEAN Tourism Resources Management and Development Network.	Given the HRD workshops and programmes on Cruise, Cultural Heritage and ecotourism conducted in past years, there is a need to review the action programme and activities in order to upskill tourism professionals in other areas. One AMS proposed to organize one HRD workshop/programme annually on a rotating basis (begin with Brunei Darussalam) by considering using ASEAN NTO Funds (Thailand)	
	1.4.3 Enhance collaboration with various private and public partners (e.g. hotel chains, dialogue partners, etc.) (Singapore)	Strengthen the digital literacy within the ASEAN travel and tourism community so as to boost their knowledge and capabilities given the shift towards digital technology and transformation age. This could be through capacity building, sharing of best practices, online trainings,	Develop capacity building and training programs to upskill and retrain tourism workers and MSMEs and empower them with the essential digital skills to adjust to new normal and for a more inclusive, robust, and resilient sector. (WTTC, PATA)

		etc. by various tourism stakeholders.			
1.5 Implement and Expand ASEAN Tourism Standards for Facilities, Services and Destinations	1.5.1.1 Dissemination of the existing ASEAN Tourism Standards to all stakeholders (Myanmar); Focus on online platforms, besides ASEAN websites, each AMS to disseminate on their own online platforms (Viet Nam) Develop Strategies to enhance the effectiveness of ASEAN Quality Standards (Cambodia)	To support revitalization of the ASEAN as a single destination post COVID-19 pandemic	Implement Safety standards (US-ABC, ASEAN-Korea)		
1.6 Implement and Expand Connectivity and Destination Infrastructure	1.6.2 Promotion of the development of cruise and river tourism including its infrastructure for sea and river cruise to complement air connectivity. 1.6.4.1 Prepare position paper to develop and improve connectivity along tourism corridors 1.6.4.2 Advocate for the tourism strategy on infrastructure	This initiative will augment the narrative of ASEAN as a single destination, as the products typically ply a few countries in one sailing. This also adds to the vibrant offerings of the region and presents more connectivity nodes to explore SEA. ASEAN NTOs should continue to facilitate the development and improvement of basic and supporting port infrastructure; maintain close engagement with cruise lines and river cruise operators to encourage more itineraries to/within SEA as a region; and facilitate capacity building of travel agents in selling cruise tourism products in SEA (e.g. in	1.6.3— Implement the Agreement on the Recognition of Domestic Driving Licenses Issued by ASEAN Countries to promote drive/overland tourism across ASEAN and expand to promote self-driving holidays (ATRA) 1.6.1 Air Transport 1.6.2 Cruise Tourism 1.6.4 Road Connectivity (STOM)	Driving holidays have more potential of bringing income and employment to the local communities than sea cruises that often involve very short day-visit at the port city (ATRA). There is a list of obstacles to be overcome i.e. border crossing checkpoints, driving regulations and national laws, insurance coverage, governance and information system. This plan should contain strategies and programmes to support overland motor tourists, such as providing accurate travel information, creating itineraries for areas of scenic beauty, developing the supportive infrastructure and	The 2021-2025 activities can focus on addressing the phased adoption of the agreements and the travel facilitation obstacles in the ATRA paper

		collaboration with Cruise Lines International Association, etc.). This will accelerate the recovery of connectivity and boost tourism recovery for the cruise sector (Singapore) Remote destinations will become the key to support recovery under the new normal. Thus, tourism related infrastructure development may be considered as the main issue in ASEAN under the new normal (Myanmar)		related services for motor tours including workshops for motor breakdown, and creating events that entice tourists to drive to the destination. ASEAN Highway Network (AHN). I believe this relates to Activity 1.6.4., which strives for road connectivity. Therefore, one activity is to encourage the update of information on routes under AHN and tourism corridors, particularly which link cities and tourism destinations (STOM) 1.6.1 Developments on air services agreement with ASEAN dialogue partners. One of the deliverables relates to the “ASEAN-Japan Cruise Promotion Strategy”.
			Clear criteria/threshold for introduction of travel restrictions and color coding (European Commission’s proposal may serve as a reference)-Strategic Action 1.6 (ASEANTA) should include certificate of public health measures as the ASEAN standards	
1.7 Enhance Travel Facilitation	1.7.1.3 Continuation of work on the white paper to implement the facilitation of intra-ASEAN and international travel (Article 2 of ASEAN Tourism Agreement 2002)	New forms of travelling may happen in the Post COVID period and this action program should elaborate for AMS consideration and cooperation with their respective Departments (Myanmar)	Reinforce the provision and purchase of travel insurance that includes COVID-19 cover (WTTC)	

	Identification of actions to support policy reforms (Philippines)	Implement standardized global health and safety protocols across all industries and geographies to facilitate a consistent and safe travel experience (WTTC). Common protocols in place (PATA) Green Channel (ASEAN-China)
1.8 Digital Tourism		ASEAN One Digital Platform for Travelers & Tourists (ASEANTA) Develop and adopt innovative and digital technologies that enable seamless travel, better manage visitor flows, and improve traveler experience while making it safer. (WTTC) US-ABS, ASEAN-Japan

Strategic Direction 2: Sustainable and Inclusive Tourism

Strategic Action Program	**AMS**		**External Partners/Stakeholders**		**Remarks**
	Priorities	**Rationale**	**Priorities**	**Rationale**	

2.1 Upgrade Local Communities and Public-Private Sector Participation in the Tourism Value Chain	2.1.1 Develop and Implement the Strategy on Participation of Local Communities and Private Sector in Tourism Development (Malaysia)	To encourage meaningful participation of local communities and private sector in ASEAN tourism development, which was limited and accorded lower priority during the first half of the implementation of the ATSP i.e. 2016- 2020)	US-ABC to support MSME ACC-MSME – guidelines in promoting inclusive business Support for MSME recovery (PATA, MTCO)		US-ABC has strong partnership with ASEAN SME Committee
2.2 Ensure Safety and Security, Prioritize Protection and Management of Heritage Sites	2.2.1 Work with official bodies and organizations in support of safety, security, and protection of key destinations in ASEAN (PH)	The inclusion of capacity development program for NTOs, National and Local Government officials, and Private Sector to promote a streamlined crisis communication mechanism	Continue to invest in crisis preparedness and resilience to better equip the sector to respond to future risks or shocks, while working closely with the public sector. (WTTC, ASEAN-Korea)		
	2.2.1.1 Expand Manual on Tourism Crisis Communication/Safety and Security Guidelines and share best practices on a regular basis (Viet Nam)		Repository information regarding COVID-tourism related measures taken by Member States (ASEANTA, ASEAN-Korea) Offer flexibility for bookings or changes such as waiving fees due to COVID-19 positive cases.(WTTC)	ASEAN to do a stocktake of the travel restrictions imposed by all member states Member States to provide details of upcoming restrictions to free movement or the lifting of travel restrictions to Member States and the ASEAN Secretariat on a weekly basis. Changes should be notified a week before entering into force.	
2.3 Increase Responsiveness to Environmental Protection and Climate Change	2.3.1: Work with official bodies and organizations to address environmental, and enhance climate change responsiveness	With the current COVID-19 pandemic and greater emphasis by travellers on health and wellness, as well as nature and eco-tourism travel, it is important for ASEAN NTOs to continue working closely with their private	Reinforce sustainability practices, working in partnership with local communities and accelerating sustainable		

		and public counterparts to address environmental concerns, to enhance climate change responsiveness, and to ensure a mindful and sustainable tourism growth for the future. This may be done through stronger policy measures in place by the governments, education of the private sector, as well as encouraging and incentivising tourism stakeholders to adopt sustainable and environmentally-friendly practices (Singapore). To encourage more programs and activities that promote sustainable and responsible tourism development in ASEAN, which may have been overlooked due to the focus of past initiatives on marketing and promotional efforts (Malaysia)	agendas where possible. (WTTC)		
	2.3.2 Prepare a manual of guidelines for incorporating environment and climate change mitigation, adaptation, and resilience	To prioritize the preparation and dissemination of the manual of guidelines for incorporating environment and climate change mitigation, adaptation, and resilience (Philippines)			
		Develop toolkits to measure tourism sustainability (Cambodia)			