ASEAN AUSTRALIA DEVELOPMENT COOPERATION PROGRAM
PHASE II (AADCP)

Feasibility Study for the Establishment of a
Regional Secretariat for ASEAN Tourism
Professionals

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William Angliss Institute

Final Report
8th March, 2013
Abstract

The project “Feasibility Study for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals” has been undertaken to support a common qualification structure that in turn will facilitate the free movement of labour and enhanced connectivity between all ASEAN Member States (AMS) being the Mutual Recognition Arrangement (MRA) on Tourism Professionals.

The core objective of this project have been to assess the need on behalf of the ASEAN Tourism Professionals Monitoring Committee (ATPMC) for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals and whether it is the best option to respond to the MRA requirements.

If not the best option, what are other alternatives and if the best option, identify how the Regional Secretariat should operate, its processes and mechanisms, and how to position itself to best support the work of the ATPMC and related institutions and ultimately be financially self sustainable.

In order to implement this project William Angliss Institute (WAI) assembled a team of industry professionals, writers, editors and desktop publishing staff to carry out the Feasibility Study and manage the research and feedback from the AMS stakeholders.

Feedback from all 10 AMS was obtained at several points during the 9 month project via 2 regional and 10 national workshops attended by stakeholders from Government, Industry and Education.

This feedback formed the basis for any necessary changes and additions to the Inception Report presented at the Regional Workshop in March 2012 leading to their endorsement by the ATPMC at a Regional Workshop in September 2012.

This Final Report outlines the recommendations, milestones, budgets and timelines from the Feasibility Study for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals.
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# Acronyms

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<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AADCP</td>
<td>ASEAN – Australia Development Cooperation Program</td>
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<tr>
<td>ACCSTP</td>
<td>ASEAN Common Competency Standards for Tourism Professionals</td>
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<td>AEC</td>
<td>ASEAN Economic Committee</td>
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<td>AMS</td>
<td>ASEAN Member States</td>
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<td>AQEM</td>
<td>ASEAN Qualifications Equivalence Matrix</td>
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<td>ASEAN</td>
<td>Association of South East Asian Nations</td>
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<td>ASEC</td>
<td>ASEAN Secretariat</td>
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<td>ATFTMD</td>
<td>ASEAN Task Force on Tourism Manpower Development</td>
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<td>ATM</td>
<td>ASEAN Tourism Ministers</td>
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<td>ATPMC</td>
<td>ASEAN Tourism Professional Monitoring Committee</td>
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<td>ATPRS</td>
<td>ASEAN Tourism Professionals Registration System</td>
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<td>CATC</td>
<td>Common ASEAN Tourism Curriculum</td>
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<tr>
<td>CBA</td>
<td>Competency Based Assessment</td>
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<tr>
<td>CBT</td>
<td>Competency Based Training</td>
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<tr>
<td>MRA</td>
<td>Mutual Recognition Arrangement</td>
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<td>NTPB</td>
<td>National Tourism Professional Board</td>
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<tr>
<td>RQFSRS</td>
<td>Regional Qualifications Framework and Skills Recognition System</td>
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<td>TPCB</td>
<td>Tourism Professional Certification Board</td>
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<td>TTRC</td>
<td>Tourism Training Resource Centers</td>
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<td>WAI</td>
<td>William Angliss Institute</td>
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<td>WAIFPT</td>
<td>WAI Feasibility Project Team</td>
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Executive Summary

At the ASEAN Tourism Professionals Monitoring Committee (ATPMC) Regional Workshop in Phnom Penh, Cambodia in March 2012 the Inception Report to conduct a Feasibility Study for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals was presented by William Angliss Institute (WAI) Project Director Mr. Wayne Crosbie and Project Manager Mr. Scott Eccleston.

The Inception Report and specifically the methodology and objectives were accepted and the WAI Feasibility Project Team (WAIFPT) commenced the project. Following preliminary research the ASEAN Member States (AMS) were visited by members of the project team for the purpose of conducting National Workshops and Field Studies to consult with relevant tourism stakeholders. This process was undertaken over a period of six weeks between 1st August and the 11th September 2012.

The AMS Stakeholders Workshops and Field Study format were carried out over 2 days in each AMS:

Day 1 - The National Workshops were attended in all AMS by representatives of relevant government bodies, tourism industry and tourism industry associations, and tourism training providers.

Day 2 – Comprised of industry meetings, research and on site tours with national tourism organizations, associations, training institutions and other relevant organisations.

On both Workshop and Field Study days in each AMS, discussions were centred on understanding the MRA, the level of implementation to date, and resources required for the future implementation.

The AMS Stakeholders findings and outcomes were highly consistent across the region. In Summary, every AMS supports the Establishment of a Regional Secretariat for ASEAN Tourism Professionals.

The WAIFPT worked through with the stakeholders numerous barriers and enablers for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals and implementation of the MRA keeping in view the objectives of the ATPMC.

At the Interim Report Regional Workshop presentation in Yogyakarta in September 2012 the outcomes and findings making up the basis of the preliminary recommendations included in the Interim Report were presented to ATPMC in attendance.

This Final Report contains the detailed findings, outcomes and recommendations of the process undertaken on the Feasibility Study for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals for consideration in November 2012.

Included in the Annexes of the Final Report is the relevant supporting documentation and information from the AMS Field Study research and process on the Feasibility Study for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals.
**Part 1 - Background to Project**

ASEAN, established in 1967, consists of ten (10) members states:

- Brunei Darussalam
- Cambodia
- Indonesia
- Lao PDR
- Malaysia
- Myanmar
- Philippines
- Singapore
- Thailand
- Viet Nam.

ASEAN is committed to working towards the achievement of the goal of regional integration through the establishment of the ASEAN Economic Community (AEC) by 2015.

The tourism industry is important for sustainable socio-economic growth of the ASEAN Member States. It is a human resource intensive industry that brings in investment and creates employment.

The availability of skilled and trained labour is a crucial element in the success of any tourism industry’s development. Consequently, limited numbers of skilled tourism professionals in ASEAN has been an impediment to the development of tourism and the services industry in general.

Whilst some AMS are experiencing a shortage of skilled labour, other Member States are faced with an excess supply of workers at their national level.

To respond to this situation, the ASEAN Tourism Ministers (ATM) in 2009 adopted the MRA on Tourism Professionals which aims to facilitate and increase the mobility of tourism professionals within the region.

It will facilitate the exchange of information on best practice between AMS; provide cooperation and the necessary capacity building required by the AMS and assist in meeting the principal requirements for the realization of freer flow of tourism professionals within the region.

It is envisaged that after all the requirements under the MRA are in place, the movement of tourism professionals between AMS will increase.

In 2009, the ATM endorsed the MRA Follow-up Implementation Requirements which specify concrete activities in expediting the establishment of the mutual recognition of tourism professionals.
One of the activities is the Establishment of a Regional Secretariat to manage and monitor the facilitation of tourism professionals within the region. The system to support the MRA will be comprehensive and involves a range of stakeholders with full-time professional staff dedicated for the work.

The Regional Secretariat will serve as the responsible institution to oversee the comprehensive system and activities under the MRA at regional level, including the ASEAN Tourism Professional Registration System (ATPRS), and also to support the work of the ATPMC.

Prior to the establishment of the Regional Secretariat, it is essential that a feasibility study be conducted to assess the need for the Regional Secretariat’s establishment and whether it is the best option to respond to the MRA requirements.

The Feasibility Study to be supported by this project will identify how the Regional Secretariat should operate, its processes and mechanisms, and how to position itself to best support the work of the ATPMC and related institutions. It will also recommend the nature of the commitment and resources that will be required from the AMS and stakeholders for the Regional Secretariat to operate effectively.

These required commitments must be secured prior to the establishment of the Secretariat to increase its effectiveness, impact and sustainability.

At the ATPMC Regional Workshop in Phnom Penh, Cambodia in March 2012 the Inception Report to conduct Feasibility for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals was agreed to be implemented by WAI.

In July 2012, headed up by WAI Project Director Mr. Wayne Crosbie and Project Manager Mr. Scott Eccleston, the Feasibility for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals commenced.

The methodology for Feasibility for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals was based on initial research performed at WAI, followed by the conduct of National workshops and field studies in each of the AMS. During these the background and objectives of the MRA and proposed activities of a Regional Secretariat to support the implementation of the MRA on tourism professionals within the region were tabled and reviewed by AMS Stakeholders.

The Interim Report (Feasibility Study for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals) including the major findings, outcomes and preliminary recommendations were presented at the ATPMC Regional Workshop in Yogyakarta Indonesia on 21 September 2012.

Included in the Annexes of this Final Report are the summary notes from ATPMC Regional Workshop in Yogyakarta Indonesia on the preliminary recommendations.

This, the Final Report includes outcomes from the Feasibility Study and Interim Report Workshop and the Final Recommendations.
Part 2 – Feasibility Project Outline

Feasibility Project Team

The WAIFPT for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals Project:

- Director – Wayne Crosbie
- Project Manager– Scott Eccleston
- Chief Writer – Alan Hickman
- Project Research Manager  – Alana Harris
- ASEAN MRA Consultant – Ida Trisnasari
- Desktop Production Coordinator – Daniel Chee
- Project Logistics Coordinator – Carmell Casely.

The WAI Field Study Team for the AMS (10) workshops were:

- Director – Wayne Crosbie
- Project Manager– Scott Eccleston
- Desktop Production Coordinator – Daniel Chee
- ASEAN Secretariat representative – Eddy Krismeidi also joined some of National workshops and Ibu Ida Trisnasari conducted some initial research on behalf of the Project team and attended the initial Inception meeting in Phnom Penh.

Feasibility Project Objectives

The following feasibility objectives were introduced at the AMS Field Study Workshops to introduce and support the background on the need for the Feasibility Study for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals:

- Assess the need on behalf of the ATPMC for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals and whether it is the best option to respond to the Mutual Recognition Arrangement (MRA) requirements
- If not the best option, what are other alternatives
- If the best option, Identify how the secretariat should operate, its processes and mechanisms, and how to position itself to best support the work of the ATPMC and related institutions
- How to support the work of the ASEAN Tourism Professionals Monitoring Committee (ATPMC) and related institutions to implement the MRA
- Recommend the nature of the commitment and resources that will be required from the stakeholders for the Regional Secretariat to operate effectively
- Identify potential funding sources and required commitment from ASEAN Member States (AMS) to support the proposed Secretariat
- Secured commitments prior to the establishment of the Secretariat to increase effectiveness, impact and sustainability of the Secretariat.
Feasibility Study Project Deliverables

The Feasibility Study for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals overriding objective is to provide background information and recommendations to:

Enable the ATPMC to make an informed decision on the Establishment of a Regional Secretariat ASEAN Tourism Professionals after consultation with AMS on the best option to support and respond to the challenges inherent in the implementation of the MRA on Tourism Professionals.

The identified deliverables were:

- To summarise stakeholder findings and outcomes from the AMS workshops;
- Based on the above, analyse whether establishment of the Regional Secretariat is an effective and efficient way to support the MRA implementation; and if so
- Recommend the best model for the secretariat; Identify the proposed roles and responsibilities of the Secretariat;
- Suggest the proposed functionality and organisational structure for the Regional Secretariat;
- Identify appropriate work and reporting mechanisms;
- Identify resources requirements and recommend potential revenue streams to establish and run the Secretariat, including its business model;
- Provide recommendations on the implementation process and time lines for the Establishment of a Regional Secretariat.
- Make recommendations for the sustainability of the Secretariat;
- Draft Financing Agreement of the Secretariat.
- Identify Establishment of a Regional Secretariat ASEAN for Tourism Professionals in 2014.

Feasibility Project Process & Reporting

The following implementation and reporting process for the Feasibility for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals is being followed:

- Inception Report - March 2012
- Implement Field Study AMS (10) - August / September 2012
- National Workshops Report - October 2012
- Interim Report - October 2012
- Interim Report Regional Workshop (Report) - October 2012
- Draft Final Report - November 2012
Part 3 – AMS National Workshops Action Plan and Methodology

AMS Stakeholders Consultation

The WAIFPT followed the following research and consultation process for the Feasibility Study for with the AMS stakeholders:

3.1 We sent stakeholders an introductory email outlining the objectives, scope, methodology and target attendees for the AMS national workshops (Day 1) and field studies (Day 2) and proposed dates and request for confirmation with each AMS. (Annex A - WAIFPT National Workshop Introduction email and Objectives)

Included with the introduction email were the following attachments:

- Covering Letter
- WAI Feasibility Project Team Introduction details
- National Workshop Agenda
- Pre Workshop Feasibility Study Questionnaire
- Workshop set up information and requirements. (Annex B - National Workshop Introduction Email Attachments)

3.2 Upon confirmation of dates with each AMS taking into account their individual requirements and availability due to religious, cultural and national celebrations, the workshops and field studies were confirmed and were then carried out in two rounds as per the following schedules:

AMS Workshops and Field Studies Round One
- Viet Nam – 2 and 3 August
- Thailand – 6 and 7 August
- Myanmar – 9 and 10 August
- Lao PDR – 13 and 14 August.

AMS Workshops and Field Studies Round Two
- Singapore – 23 and 24 August
- Cambodia – 27 and 28 August
- Indonesia – 30 and 31 August
- Philippines – 3 and 4 September
- Malaysia – 6 and 7 September
- Brunei – 10 and 11 September.
3.3 Day 1 AMS National Workshops

“Establishment of a Regional Secretariat for ASEAN Tourism Professionals”

The AMS Workshops were attended on Day 1 by relevant representatives of the Tourism Industry.

*(Annex C - AMS Workshops Attendees Lists)*

An excellent mix of attendees represented the following sectors at Workshops:

- Government, including representatives of Ministries responsible for:
  - Tourism
  - Education/Training
  - Labour/Manpower
- Education / Training Organizations
- Travel sector inclusive of Travel Agents, Airlines and Tour Operators
- Hospitality sector inclusive of Hotels, Restaurants, Clubs
- Industry Associations/Peak Bodies.

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<tr>
<th>National Workshop Attendees Summary</th>
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<td>AMS</td>
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<td>Viet Nam</td>
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<td>Brunei</td>
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The format for Day 1 of the AMS Field Study included an introduction and outline of Day 1 Workshop sessions and meetings to be conducted on Day 2:

**Session 1:**

- ASEAN objectives
- Role of the ATPMC
- Objectives and benefits of the MRA
- Background of WAI and the Project Team
- Objectives and methodology of the Feasibility Study.

*(Annex D - Introduction Feasibility Study Power Point Presentation)*

**Sessions 2:**

- Stakeholders Workshop Groups and Q & A on the Establishment of a Regional Secretariat for ASEAN Tourism Professionals.

Session 2 involved the Workshop attendees breaking into 3 to 4 groups each with a member of the WAIFPT to facilitate group discussion and gather and record recommendations from the group. At this stage we referred back to the original questionnaire previously circulated and as a group worked through the questions and discussed relevant issues.

Outcomes from both sessions were compiled into a consolidated record of the AMS Workshop and are summarised in Part 4 of this report. This process continued throughout the AMS Workshops and became the basis of the Stakeholder recommendations contained in this report.

*(Annex E- Workshops Consolidate Q & A Responses)*

### 3.4 Day 2 Field Study Industry Meetings and Site Tours

These were a combination of industry meetings, discussions and on site tours with Government Ministries, National Tourism Organizations, Industry Associations and Peak bodies, and Institutions and or any other relevant groups identified.

The following is a detailed summary of the meetings conducted in the Field Study:

**Hanoi, Viet Nam: 2 - 3 August**

- Meeting with Viet Nam Tourism Certification Board, Hotel Department, Travel Department, Ha Noi Department of Culture, Sports and Tourism, Viet Nam Tourism Association, Viet Nam Travel Association, Viet Nam Hotel Association
- Meeting with General Department of Vocational Training (Department of Job Skills)
- Discussion with Ministry of Education And Training (Professional Education Department)
- Meeting with ESRT Programme
- Site visit at Ha Noi Tourism College.
Bangkok, Thailand: 6 - 7 August
- Site visit to BURAPHA University (Chonburi campus)
- Meeting with Thailand Professional Qualification Institute (TPQI)
- Meeting with Office of the Vocational Education Commission (OVEC)
- Meeting with Ministry of Labour and Ministry of Tourism and Sports

Yangon, Myanmar: 9 - 10 August
- Combined meetings with Ministry of Hotels and Tourism, Industry, Department of Labour and Industry Associations
- Star Resources Hospitality & Tourism Management Academy
- Hotel and Tourism Training Centre (HTTC Kandawgyi Palace Hotel)
- Center for Vocational Training (CVT)
- Asia Masters Tourism and Hospitality Training Center
- Myanmar Human Resource (MHR)

Vientiane, Lao PDR: 13 - 14 August
- Pakpasak Technical College
- Lao Association of Travel Agents (LATA)
- Lao National Institute of Tourism and Hospitality (LANITH).

Singapore: 23 - 24 Aug
- Site visit to ITE College West
- Site visit and meeting at SHATEC.

Phnom Penh, Cambodia: 27 - 28 Aug
- Meet with National Committee for Tourism Professionals (NCTP)
- Site visit to Pour un Sourire d'Enfant (PSE) Institute
- Site visit to Cambodian Restaurant Association (CRA)
- Site visit and meeting at National Polytechnic Institute of Cambodia (NPIC).

Jakarta, Indonesia: 30 - 31 Aug
- Meeting with Ministry of Tourism and Creative Economy, NTPB, TPCB
- Meeting with Hotel Industry Association
- Site visit and meeting at Pusat Karier Akpindo & Stein.
Manila, Philippines: 3 - 4 Sept
- Meeting with Philippine Department of Tourism (PDOT), Technical Education and Skills Development Authority (TESDA), Commission on Higher Education (CHED), Tourism Industry Board Foundation (TIBFI) and industry associations
- Site visit to TESDA Women’s Center
- Site visit to Lyceum of the Philippines University (LPU).

Kuala Lumpur, Malaysia: 6 - 7 Sept
- Meeting with Ministry of Human Resource - Department of Skills Development
- Site visit to Berjaya University College of Hospitality.

Bandar Seri Begawan, Brunei: 10 - 11 Sept
- Meeting with Ministry of Industry and Primary Resources - Department of Tourism Development, Department of Labour and Department of Immigration
- Meeting with Brunei Association of Hotels, Brunei Association of Travel Agents and the National Accreditation Council
- Site visit and meeting at Sultan Saiful Rijal Technical College.

(Annex F - Day 2 AMS Field Study Meetings Schedules)

Discussions focused around the MRA and its implementation and how the proposed Regional Secretariat for ASEAN Tourism Professionals would manage this process.

The other consistent item of discussion was the criteria for hosting the proposed Regional Secretariat for Tourism professionals.

There was found to be high enthusiasm for the implementation of the MRA and Regional Secretariat and the outcomes are included Part 4 Findings and Outcomes of this report.
Part 4 - AMS National Workshops Findings and Outcomes

Introduction

The Questionnaire distributed in advance provided the foundation of the AMS Workshops and provided (15) discussion topics to focus the Workshops.

Typically the same issues discussed in the Workshops were the key issues of discussion in the Field Study meetings undertaken the next day.

As we moved through the AMS we were able to refine the key findings and outcomes into the following summary points and these are an accurate reflection from the AMS Workshops attendees and Field Study meetings with the Stakeholders:

4.1 The sectors of the Tourism Industry represented in the findings and outcomes are:

- Education / Training Organizations
- Travel sector inclusive of Travel Agents, Airlines and Tour Operators
- Hospitality sector inclusive of Hotels, Restaurants, Clubs
- Industry Associations / Peak Bodies.

The number of Stakeholders who participated in AMS Workshops and Field Study meetings and are the sources of the Interim Report findings and outcomes is around 400.

4.2 The majority of participants in AMS were not familiar with the MRA and subsequently the implementation of the MRA.

The following AMS had a good understanding of the MRA:

- Cambodia
- Indonesia
- Philippines
- Singapore.

In other AMS on average the majority of participants were not aware of the MRA. The main reason for this was that the majority of the AMS do not have dedicated manpower to implement the MRA with NTO’s endeavouring to do this as best as possible given their already busy schedules and responsibilities and usually without any increase in manpower or other resources. The education and socialisation process required to inform all stakeholders of the MRA, its framework and components is significant and it is difficult to expect this to be undertaken successfully by organisations or individuals who are already stretched with their current workloads. Dedicated resources need to be applied to this important task.

(Annex G - Overview AMS Understanding of MRA)
4.3 There was widespread agreement that the Tourism Industry would benefit from the Establishment of a Regional Secretariat for ASEAN Tourism Professionals to assist with Implementation of the MRA.

The benefits identified were:

- Focus on training, assessment and qualifications regionally
- Implementation of the MRA
- Regional Secretariat be able to benchmark the implementation of the MRA between the AMS
- Coordinate and encourage freer flow of labour and employment opportunities for Tourism Professionals
- Quality Assurance for the ASEAN Tourism Professionals Registration System (ATPRS)
- Communications between AMS
- Communications with Industry and the private sector
- Industry news and events
- Database Management
- Resource Centre
- Share best practise and new initiatives for tourism and hospitality between AMS
- AMS working together to increase ASEAN share of world tourism
- Facilitate Government motivation to support Tourism Boards
- Stakeholders buy into the process.

4.4 Barriers have been identified to successfully establish a Regional Secretariat for Tourism Professionals:

- Funding
  - Identifying who would / could be funding and how
  - Costs associated to manage and staff the Secretariat effectively
  - Generating sufficient revenues from a variety of sources to provide long term sustainability
  - Support and take up from Tourism Professionals i.e. joining for a membership fee
  - Industry support in subscriptions, memberships, sponsorship and potential advertising
- Different languages, cultures and religion
  - MRA is in English and not in official language of the majority of AMS
  - Communications and participation between 10 AMS re the ATPRS as the system will be established in English in the first instance
• Political stability in the country the secretariat is established in will have a significant impact on its ability to operate effectively and support the implementation of the MRA in the AMS

• Understanding / Implementation of the MRA
  ▪ General lack of current knowledge and awareness of MRA
  ▪ General lack of infrastructure, manpower and financial resources to implement the MRA
  ▪ How to implement MRA across large regions in each AMS, will be a problem of logistics and resource application in some AMS, particularly those with large populations spread over a large number of regions or Islands. Usually the major cities are reasonably well catered for but some AMS will require significantly more manpower and resources to support implementation throughout the country
  ▪ Regional Qualifications Framework and Skills Recognition System (RQFSRS)
  ▪ Regional Quality Assurance re Training and Qualifications
  ▪ Perception that many qualifications issued in each AMS may not comply with a Regional Framework and the Secretariat will need to have the knowledge and experience to manage this issue

• Legislation – i.e. streamlining the process to obtain work permits for the freer flow of Tourism Professionals
  ▪ Variation between AMS National Laws
  ▪ Lack of cohesiveness among the Government Agencies
  ▪ Legislation may be necessary to ensure success
  ▪ Who and how would this task be maintained

• Maintaining quality assurance ATPRS
  ▪ Convince Industry of QA RQFSRS

• Potential resistance and lack of support from Industry
  ▪ Belief in outcomes that can be achieved by the Secretariat

• Human Resource – finding an effective CEO and Management team
  ▪ Costs associated with professional management and staff to operate the Secretariat
  ▪ Manpower required to be effective.

4.5 Other alternatives to the Establishment of a Regional Secretariat for ASEAN Tourism Professionals implementation of the MRA

There were no recommendations or general consensus to report on an alternative to the Establishment of a Regional Secretariat for ASEAN Tourism Professionals to support the implementation of the MRA.

There was general agreement that the “Secretariat Model” is a proven model in South East Asia and understood framework for going forward in the AMS particularly referring to the ASEAN Secretariat as the obvious example.
4.6 Which AMS should host the Regional Secretariat for Tourism Professionals

This was the most lively discussion point with all of the AMS. The questions posed around this discussion point were:

• Would each AMS offer to be the host country for the Regional Secretariat for ASEAN Tourism Professionals and if so what benefits could each AMS provide?

• What other country would each of the AMS Workshops support to host the Regional Secretariat for ASEAN Tourism Professionals and why?

An assessment criteria was developed and discussed at each workshop that was to be used as the basis for recommending the Host country. This was well received and understood.

The following is the criteria utilised by the WAIFPT to identify potential Host States:

• Has the AMS signed the MRA?
• What understanding and awareness of MRA do the AMS have?
• What progress has the AMS made on implementation of the MRA to date?
• Does the AMS support the establishment of the Regional Secretariat for Tourism Professionals
• Would the AMS offer to host the Regional Secretariat for ASEAN Tourism Professionals – Yes/No?
  ▪ If no, which AMS would they support and why?
  ▪ If yes, are there any AMS hosting incentives on offer?
• Which other AMS would they support to host the Regional Secretariat for ASEAN Tourism Professionals and why?
• Do the AMS have strong access to Information Technology services and capabilities?
• What are the levels of infrastructure and outgoing costs in the AMS?
• How do the AMS rate in terms of location and access by air travel to/from the other AMS?
• Are there any other benefits associated with the AMS as a host for this Secretariat?

(Annex H-Regional Secretariat Host Country Selection Criteria)

At the conclusion of the process of conducting the AMS Workshops and Field Study, a clear priority for the host country was established.

Indonesia followed by Singapore was the best supported host States by AMS based on the criteria.

Indonesia specifically is supported strongly in recognition of its efforts to date in preparing for the MRA and going forward for the Establishment of the Regional Secretariat for Tourism Professionals. The fact that the ASEAN Secretariat is currently located in Jakarta was seen as a significant advantage, as was the potential to utilise the current ASEC infrastructure, communication protocols and systems.
High regard must be given that Indonesia was the only AMS which made an offer to host the Secretariat and offer host country incentives and assist with financial support to do so. This representation was made at a meeting with Ministry of Tourism and Creative Economy, NTPB and TPCB. The support identified is to financially support the Establishment of the Regional Secretariat for ASEAN Tourism Professionals in Jakarta for up to (2) years.

After facilitating long discussion on the enthusiasm from Indonesia to assist supporting financially the Establishment of the Regional Secretariat for Tourism Professionals, the WAIFPT presented a Draft Organizational Structure, resources, timelines and infrastructure that need to be budgeted for. The draft recommendations were understood and agreed to in principle by Indonesia.

The major reason the WAIFPT worked through this process at this stage with Indonesia was to emphasis the requirements to design a structure of a Regional Secretariat for ASEAN Tourism Professionals that has the management and staff to be effective strategically and operationally throughout the region.

Singapore specifically is supported because of its well-developed systems and infrastructure, its location and access to AMS, its stable I.T. capabilities and that its working language is English all of which is beneficial for the implementation of the MRA. The major negative against Singapore would be the associated high expenses and costs related to the Regional Secretariat being based in Singapore. Singapore did not demonstrate a high degree of enthusiasm to provide any financial incentives to host the Regional Secretariat for Tourism Professionals.

4.7 The most efficient process for communications between Tourism Professionals and the Regional Secretariat and services to be provided.

It was understood and unanimously agreed that the most efficient communications process for the Regional Secretariat and for the implementation of the MRA that an online / web based communication system has to be developed.

Website E - News and events were supported and potentially the development of a smart phone application for Tourism Professionals was discussed and supported.

There was a strong suggestion to establish Tourism Training Resource Centres (TTRC) in each AMS reporting directly back to the Regional Secretariat for ASEAN Tourism Professionals and assist with implementation of the MRA on a day to day basis. This would also provide a location for Tourism Professionals to have access to the internet and utilise the services provided online and undertake training initiatives offered from the Centre.

(Annex I - Tourism Training Resource Centres - TTRC)

As revenues increase, the Regional Secretariat for ASEAN Tourism Professionals would re invest in the AMS for further national based Tourism Training Resource Centres to be opened outside the AMS Capital Cities.

There would also be an expectation for the Regional Secretariat to facilitate Regional workshops on a regular basis attended by all relevant stakeholders. At these meetings the AMS outlined reporting back on Annual budgets, objectives, milestones achieved and establish future objectives for the Regional Secretariat.
The agreed critical services / divisions required to provide the Regional Secretariat to operate effectively are as follows:

- Training & Capacity Building
- Database / I.T. Services
- Member Services
- Government / Industry Liaison
- Consulting Services
- Finance and Administration.

4.8 Other recommendations of how to make the Regional Secretariat for ASEAN Tourism Professionals financially sustainable:

From the AMS Workshops a consistent major concern was that of funding sources and revenue streams aimed at meeting the objective to ultimately establish a self funding and sustainable Regional Secretariat for Tourism Professionals.

The following funding concepts were discussed and should be addressed by the future Regional Secretariat for Tourism Professionals:

- AMS Host Country contributions
- AMS establishment assistance (Government)
- Online registration of Tourism professionals, graduates, Industry personnel
- Smartphone Applications
- Industry Services (membership / subscriptions )
- Training Provision
- Consulting Services to Industry, Government, Education and Training providers
- Commissions received for employment placements
- Sponsorship
- Advertising
- Events operation and management
- Non AMS memberships (North and South Asia, Middle East, Europe, Australia etc).

4.9 Strengths or Weakness of other Secretariats?

Generally there was a lack of exposure across the AMS Workshops and Field Study with any other Secretariats and Regional bodies therefore no evidence was available to evaluate any strengths or weakness from the AMS stakeholder’s viewpoint.

There was no specific reasons given for this outcome but the lack of exposure form the stakeholders across the AMS was consistent.
Having noted the above outcome, there was however a consistent viewpoint and understanding of the objectives for the proposed Regional Secretariat for ASEAN Tourism Professionals and the strengths and weakness identified in the feasibility study.

Therefore the fact that a lack of exposure across the AMS Workshops and Field Study with any other Secretariats did not have negative results on the outcomes and recommendations of the feasibility report.

Other general comments and or recommendation that were noted and recorded for consideration from the AMS Workshops and Field Study for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals were:

- The Secretariat needs to be resourced appropriately from the beginning or it will not be effective
- It needs to be operated as a commercial business model by management and staff with experience from both the public and private sectors
- Management ideally should have working experience across the AMS
- Government must assist with improving efficiencies with work permits for Tourism Professionals
- Ensure that any seed feeding provided to the Secretariat by Government does not impact negatively on the existing funding for Tourism organisations and boards
- Different States have different levels of budget available so the setting up of the Secretariat should not be a drain on national resources for AMS
- The regional secretariat should improve the human resource capability of Tourism Professionals
- The services provided and benefits received need to be transparent and must be for all AMS and not just accrue to the Host country
- The Regional Secretariat for ASEAN Tourism Professionals could operate in a virtual office environment
- Consider offering the MRA to other States/regions.

**Summary AMS National Workshops**

In summary the WAIFPT found the outcomes and findings from the AMS National Workshops and Field Study most constructive in formulating future recommendation to support the Establishment of a Regional Secretariat for ASEAN Tourism Professionals.

The research outcomes were consistent and enthusiastic to meet the objectives of the ATPMC on the Establishment of a Regional Secretariat for ASEAN Tourism Professionals.
Part 5 – Interim Report Regional Workshop Outcomes Yogyakarta, Indonesia

ASEAN Tourism Professionals Monitoring Committee (ATPMC) conducted a Regional Workshop in Yogyakarta Indonesia on Friday 21 September 2012 for presentation of the Interim Report on the Feasibility Study for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals.

The presentation was made by the William Angliss Institute Feasibility Project Team (WAIFPT) Project Director Mr. Wayne Crosbie and Project Manager Mr. Scott Eccleston.

In attendance were members of ATPMC.

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<th>Female</th>
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<tr>
<td>WAI</td>
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<td>3</td>
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</tr>
</tbody>
</table>

| Total      | 28    | 17   | 11     |
|           | 61%   | 39%  |        |

(Annex J - Attendees list Interim Report Workshop Yogyakarta, Indonesia)

The Interim Report presented contained the detailed findings, outcomes and preliminary recommendations for the Feasibility Study for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals for consideration by the ATPMC members.

A detailed Power Point Presentation was presented at the Interim Report Regional Workshop.
The presentation in summary covered the following key items:

- Agenda - Regional Workshop in Yogyakarta Indonesia
- National Workshops and Field Study Agenda
- Feasibility Study Methodology
- National Workshops Set Up
- National Workshop Attendees / Industry sectors represented
- Overview update MRA
- Feasibility Study Project Deliverables
- Interim Report Overview and Contents Summary
- National Workshops Findings and Outcomes
- Feasibility Study Interim Report Preliminary Recommendations.

(Annex K- Interim Report Regional Workshop Yogyakarta, Indonesia Power Point Presentation)

Generally, the Regional Workshop for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals and associated findings and Preliminary Recommendations were well received. This opportunity at the Interim Report Regional Workshop enabled the WAIFPT to present and discuss with the members of the ATPMC the background and findings underpinning the Preliminary Recommendations contained in the Interim Report on the Establishment of a Regional Secretariat for ASEAN Tourism Professionals.

(Annex L - ATPMC Notes Interim Report Regional Workshop Yogyakarta, Indonesia)

Most importantly the outcomes of the discussions from the Regional Workshop provided a clear direction for the completion of the Draft Final Report in November 2012 and identified the major items and tasks still to be addressed.

In summary the major issues to be confirmed and included in the Final Report Recommendations are as follows:

- Confirmation on the proposed Establishment of a Regional Secretariat for ASEAN Tourism Professionals and confirmation of future value and assistance to the ATPMC
- Confirmation from Indonesia on financial support and commitments proposed as the Host Country for the Regional Secretariat for ASEAN Tourism Professionals for first 2 years commencing 2013
- Criteria to be met for the proposed financial and infrastructure support from Indonesia
- Confirm proposed Establishment of a Regional Secretariat for ASEAN Tourism Professionals Functionality Chart
- Confirm proposed entity and operations of the Establishment of a Regional Secretariat for ASEAN Tourism Professionals i.e. Government? Private? Or combination of both?
- Confirm proposed Establishment of a Regional Secretariat for ASEAN Tourism Professionals Organisational Structure and executive positions descriptions
- Confirm Establishment of a Regional Secretariat for ASEAN Tourism Professionals implementation process, timelines and milestones
- Confirm employment / contractor criteria for future engagement
- Specifically confirm and outline proposed scope of the entity to manage the Training & Capacity Building Division from 2013
- Specifically develop an introduction and I.T. system scope proposed on the Establishment of a Regional Secretariat for ASEAN Tourism Professionals Website
- Confirm as part of a 5 year budget plan operating budgets for 2013 for Training & Capacity Building including I.T. scope and recommendations
- Confirm as part of a 5 year budget plan the Establishment of a Regional Secretariat for ASEAN Tourism Professionals budgets for 2014 – 17 operating divisions
- Establish and recommendations on the implementation process, operations, infrastructure and budgets for the establishment of the AMS Tourism Training Resource Centres (TTRC)
- Consider proposed AMS / ASEC funding recommendations and prepare Agreement on the Establishment of a Regional Secretariat for ASEAN Tourism Professionals
- Contain sensitive outcomes and findings in the Annex of the report.
Part 6 - Recommendations Establishment of a Regional Secretariat for ASEAN Tourism Professionals

The following recommendations are based on the findings and outcomes from the AMS Stakeholder Workshops and Field Studies completed between August 2012 and November 2012 on the Feasibility for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals.

On adopting the recommendations the ATPMC can plan for the successful and sustainable Establishment for the Regional Secretariat for ASEAN Tourism Professionals.

At all times the objectives of the ATPMC and AMS stakeholders were considered in the process of developing the following recommendations:

1. That the ATPMC Establish a Regional Secretariat for ASEAN Tourism Professionals based on the virtual unanimous degree of support identified from the Feasibility Study with the AMS Stakeholders and the identified sustainable business plan and opportunities to meet the ATPMC objectives.

2. That the recommendation for Establishment of a Regional Secretariat for ASEAN Tourism Professionals be ratified at the ASEAN Tourism Ministerial Meeting scheduled in January 2013.

3. Objective to open the Regional Secretariat for ASEAN Tourism Professionals from 2014.

4. That the host country for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals based on the AMS Regional Secretariat host country criteria be Indonesia.

5. Note Indonesian Host Country funding contribution @ $USD 49,500 and provision of administration amenities (TBC) for the first 2 years.

6. The Establishment of a Regional Secretariat for ASEAN Tourism Professionals will provide the ATPMC a resource and support to implement regionally the vision and strategies of this organization primarily addressing:
   - Implementation of the MRA
   - Implementation of the Tool Box Program
   - Implementation of the Master Trainer / Master Assessor program
   - Managing increasing the rating system in each AMS on the Gap Analysis
   - Develop and manage the implementation and operations of the TTRC’s
   - Provide long term surplus funds for reinvestment in AMS projects and initiatives.
That the proposed Establishment of a Regional Secretariat for ASEAN Tourism Professionals Functionality Chart be identified as the purpose and charter – refer diagram (7.1) below:

### Proposed Regional Secretariat for ASEAN Tourism Professionals Functionality Chart

<table>
<thead>
<tr>
<th>TRAINING &amp; CAPACITY BUILDING (TCB)</th>
<th>I.T. SERVICES</th>
<th>MEMBER SERVICES</th>
<th>GOVERNMENT &amp; INDUSTRY SERVICES (GIS)</th>
<th>CONSULTING SERVICES</th>
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<tr>
<td>Gap Analysis Outcomes</td>
<td>ATM</td>
<td>NTO,s</td>
<td>ATM</td>
<td>NTO,s</td>
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<td>Recommendations</td>
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<tr>
<td>Equivalence Matrix</td>
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<td>- Members Secretariat</td>
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<td>AECM Management Services</td>
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<td>Government &amp; Industry Services (GIS)</td>
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<td>ASEAN Common Competency</td>
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<td>- Consulting Services</td>
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<td>IACSTP</td>
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<td>- Executive Director</td>
<td>Executive Director</td>
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</tbody>
</table>

(Annex M – Proposed Regional Secretariat for ASEAN Tourism Professionals Functionality Chart)

The recommended operating divisions being:

- Training & Capacity Building (TCB)
- I.T. Services
- Member Services
- Government & Industry Services (GIS)
- Consulting Services
- Finance & Administration
8 Recommended that the Regional Secretariat for ASEAN Tourism Professionals model for the entity and operations be based on a “shared entity” between Government and the Private i.e.

- Owned equally by AMS shareholders (Government)
- Operated maintained along the principles of a private sector professional organisation (Private)

Refer Diagram 8.1 below:

(proposed Regional Secretariat for ASEAN Tourism Professionals Operating Entity)

(shared Government - Private Business Model)
Recommended that the following proposed Regional Secretariat for ASEAN Tourism Professionals Organizational Structure be typical of what is required for implementation to meet the objectives of the ATPMC for the Secretariat and source of proposed operating budgets:

### Proposed Regional Secretariat for ASEAN Tourism Professionals Organizational Structure

**Diagram 9.1 (Annex O - Proposed Regional Secretariat for ASEAN Tourism Professionals Organizational Structure)**
The proposed Regional Secretariat for ASEAN Tourism Profession Organizational Structure commits to the following reporting procedures and employment / contractor engagements criteria:

- That the ATPMC reporting to NTO’s role is Principles, Policy, Procedures, Governance and Strategies for the Regional Secretariat for ASEAN Tourism Professionals
- That the Executive Director reports to ATPMC on Budgets, Finance, HR, Operations, Sales, Marketing and Programming
- That Division Directors report to the Executive Director
- Recommend that the Secretariat adopt the employment / contractor engagement criteria similar to that of a Private Enterprise as follows:
  - The Executives Director be selected and be appointed based on qualifications and experience and suitability to operate and communicate with the ATPMC and AMS and not on the basis of which country hosts the Secretariat or indeed the country or region that they come from
  - Directors for the operating Division’s be employed or contractor be appointed as the most suitable to deliver skills criteria established for each divisional roles and again not be selected on the basis as from the Host Country applicants only
  - Contractors are appointed on transparent commercial market assessment and procurement criteria
  - That the Secretariat Host Country to provide administration employees as most efficient and economical criteria to be employed from
  - Employee Job descriptions / specifications including behavioural guidelines and code of conduct be developed for implementation and applications.
10. Recommended objective that following implementation process be initiated by the ATPMC from January 2013 – refer Diagram 10.1

Proposed Regional Secretariat for ASEAN Tourism Professionals Implementation Process & Plan

- Gap Analysis Outcomes
- Maintain ongoing ASEAN Qualifications Equivalence Matrix (AQEM)
- Implement ASEAN Common Competency Standards Tourism Professionals (ACCSTP)
- Map to local Qualifications Common ASEAN Tourism Curriculum (CATC)
- Ensure Competency Based Training (CBT)
- Regional Qualifications Framework and Skills Recognition System (RQFSRS) – implement
- Ensure Operating efficiencies Tourism Professionals Certification Board (TPCB)
- I.T. / Members Service Technical Scope Brief / Build Design
- Identify & Develop AMS Tourism Training Resource Centers (TTRC)
- Establish ASEAN Tourism Forum / Event 2nd Semester 2013
- ASEAN Tourism Professionals Registration System (ATPRS)
- Communications - Hotels - Restaurants - Design
- News - Clubs - Development
- Events - Travel Tourism - Operations
- Employment - Partners - Training
- Recruitment Agencies - Sponsors - HR - Mgt
- Advertisers
- TCB Director
- GIS Director
- EXECUTIVE DIRECTOR
- SECRETARIAT
- EXECUTIVE DIRECTOR
- ADMIN ASSISTANTS (2)
- DIRECTOR LTC SERVICES
- DIRECTOR MEMBER SERVICES
- DIRECTOR G1S
- DIRECTOR CONSULTING SERVICES

2014 REVENUE TREND 2015

(Annex P - Proposed Regional Secretariat for ASEAN Tourism Professionals Implementation Process & Path)

That the implementation process to establish the Regional Secretariat for ASEAN Tourism Professionals be staged:

- Stage 1 (2013) – AMS Agreement to be signed off on Establishment of a Regional Secretariat from 2014 and commence Training & Capacity Building
- Stage 2 (2014) - I.T. Services, Membership Services & Administration

It is envisaged that the tasks associated with Stage 1 specifically in the Training & Capacity Building may take up to 1 year to refined and be established before revenues could be generated from I.T Services and Members Services operations of the Regional Secretariat for ASEAN Tourism Professionals.

Therefore it is critical that Stage 1 is activated 1 year prior (2013) to Establishment of the Regional Secretariat for ASEAN Tourism Professionals (2014).
It is essential Stage 1 outcomes must also be linked to related ATPMC ongoing projects including implementation of the Gap Analysis Recommendations, Master Trainer / Master Assessor and development and establishment of the Tool Boxes Project.

Included in the proposed Draft Budget for the Establishment of the Regional Secretariat for ASEAN Tourism Professionals in 2013 is that after the agreement is signed for AMS to host an Industry Forum / major industry launch event in the second semester of the year. Proposed purpose of the forum is to promote the Establishment of the Regional Secretariat for ASEAN Tourism Professionals in 2014 to support the implementation of the MRA and introduce other ongoing AMS initiatives such as:

- Gap Analysis
- Tool Boxes programme
- Master Trainer
- Master Assessor
- Future ATPS Website
- ATPRS.

Implementation of Stage 2 and launch formally the operations of the Regional Secretariat for ASEAN Tourism Professionals includes employment of Executive Director, Administration and Finance staff. It will also activate the I.T. Services and Member Services Divisions.

Subsequently Stage 3 Government & Industry Services and Consulting Services Divisions would follow as sustainability develops for of the Regional Secretariat for ASEAN Tourism Professionals.

Therefore serious consideration must be made for the appointments to meet the above recommended process for Stage 1.

**Stage 1 (2013) - Training & Capacity Building**

Serious consideration needs to be given for the Training & Capacity Building Division in 2013 and the following tasks that are required to be addressed to support the successful and sustainable Establishment of the Regional Secretariat for ASEAN Tourism Professionals (2014):

- Understanding of ATPMC objectives and MRA
- Implementation of the Recommendations from the Gap Analysis project
- Using the ASEAN Common Competency Standards for Tourism Professionals (ACCSTP) as the basis for National Competency Standards particularly where no National Standards currently exist
- Competency Based Training (CBT) and Competency Based Assessment (CBA) be implemented
- The ASEAN Qualifications Equivalence Matrix (AQEM) be continuously maintained and updated
- Common ASEAN Tourism Curriculum (CATC) be the basis of minimum Industry Standards for National Qualifications
Regional Qualifications Framework and Skills Recognition System (RQFSRS) be recognised and utilised.

Therefore recommend that pre the Establishment of the Regional Secretariat for ASEAN Tourism Professionals (2014) an organisation which has the following capabilities and experience need to be appointed to initially Project Manage the Training & Capacity Building Division:

- Specialist Tourism Industry Education, Vocational Training and Consulting
- Tourism Curriculum Design and Maintenance
- Tourism Resource Development Capability
- Significant Knowledge and Experience with ASEAN and its Tourism Priorities
- Thorough understanding of the Mutual Recognition Arrangement (MRA), its framework and components
- Strong relationships with ASEAN Tourism Stakeholders
- Experience working in ASEAN Member States (AMS)
- An operating presence in a number of AMS
- Staff familiar with AMS culture
- Proven commitment to ASEAN and its Tourism priorities
- History of successful operation Internationally and specifically in ASEAN
- Design and delivery of Master Assessor and Master Trainer Programs
- Successful Tourism Project experience
- Access to significant existing human, IT, finance, marketing and print resources in tourism and hospitality
- Demonstrated expertise and experience in Tourism English language resource development and training.

Managing the above tasks successfully will ensure The Regional Secretariat for ASEAN Tourism Professionals will be prepared to deliver quality assurance to the industry for employment through the implementation of the MRA from 2014.

In the fullness of time it would be expected that on the successful Establishment of the Regional Secretariat for ASEAN Tourism Professionals the management of this division would revert to the management staff of the Regional Secretariat.

Stage 2 (2014) - Establishment of the Regional Secretariat for ASEAN Tourism Professionals

The Executive Director selected by the ATPMC needs to have excellent Government and industry knowledge and experience and It is imperative that the appointment must bring with it a high level of experience in the education and tourism industries and demonstrate the other qualities expected of a Executive Director at this level. An advantage would also be an excellent knowledge of the AMS and their cultures.

The Executive Director will be responsible at this point to continue working on the outcomes achieved in the Training & Capacity Building Division operations from 2013.
Included in the Training & Capacity Building Division going forward will be the establishment of the proposed Tourism Training Resource Centres (TTRC) in each AMS from 2016.

Recommend the Tourism Training Resource Centres (TTRC) be funded by the Regional Secretariat for ASEAN Tourism Professionals from 2016 to support the establishment of Tourism Training Resource Centres (TTRC) in each AMS. Anticipating revenues increasing significantly from year’s 4 and 5 then further investment can be made to open additional Tourism Training Resource Centres (TTRC) in each AMS to assist with implementation of the MRA outside the capital cities.

In addition at this stage the Executive Director will commence the implementation process for the I.T. Services and Members Services Division’s.

Objectives, Budgets and Recruitment will be a high priority in addition to implementation of the Scope of Works established in 2013 for the ATPRS

**Stage3 (2015) - Establishment of the Government & Industry Services Division and Consulting Services**

It is expected with foundations in place by 2015 with the Training & Capacity Building, I.T. Services and Member Services Divisions objectives and operations established, the Regional Secretariat is now in a position to commence working with the Government and industry on meeting the objectives of the MRA. Therefore the Executive Director will be responsible at this point to commence the implementation process of the Government & Industry Services Division which will also include integrating this division with the existing operating divisions of the Regional Secretariat.

As a result of the successful implementation of the Government & Industry Services Division it would be expected that the Regional Secretariat would be sufficiently resourced to provide consulting services to the industry. Therefore at this stage the implementation process of the Consulting Services Division be considered and initiated if appropriate.

Critical to the future success and sustainability of the Regional Secretariat for ASEAN Tourism Professionals and specifically the implementation of the MRA and ATPRS is the establishment of an ASEAN Tourism Professionals Secretariat Website that would be part of the ATPRS

Recommend a domain address such as www.atps.org be considered so as not to complicate the situation for AMS Tourism Professionals and Industry

The proposed portal www.atps.org will be the major point of communication for the AMS Tourism Professionals in the region, is the connection to industry and will support the implementation of the MRA.

It has the requirement to house a very large database, and to develop in to a major source of revenue to support the Secretariat on an ongoing basis.
Included in the website framework and build should be:

- Introduction to the ASEAN Tourism Professionals Secretariat and the MRA
- Tourism Professionals (Members) profiles and qualifications
- ATPRS Database - (revenue stream)
- Training Services available - (revenue stream)
- Employment opportunities - (revenue stream)
- Future projects and employment opportunities with ASEAN MRA qualifications required - (revenue stream)
- Partners / Industry profiles - (revenue stream)
- Sponsorship - (revenue stream)
- Advertising - (revenue stream)
- News / Events
- Currency convertor
- Language Translation tools
- Contact details.
The following diagram 11.1 is an example only of how the website content could be structured for end user:

(Annex Q - Proposed ATPS Website Content)

The Website - I.T. Systems design scope and development model needs to be managed by the Training & Capacity Building Division in 2013 and ready for implementation in 2014 by the Regional Secretariat.
12. Recommended that Draft Budget Establishment of a Regional Secretariat for ASEAN Tourism Professionals between 2013 & 2017 (5 years) and the detailed supporting rationales / notes to the budget that are included in this report (Annex R) be adopted.

The following Draft Budget Establishment of a Regional Secretariat for ASEAN Tourism Professionals Summary is based over 5 years. The summary and projections includes the pre opening of the Secretariat requirements in Year 1 (2013) and the post opening operations for from Year 2 (2014) through to year 5 (2017).

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<tr>
<td>SURPLUS / DEFICIT</td>
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<td>% of Revenue</td>
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(Cumulative Budget Cashflow (Annex R - Draft Budget Establishment of Regional Secretariat for ASEAN Tourism Professionals))
13 A funding subcommittee be formed in January 2013 to review financing options for the shortfall in funding for Year 1 (2013) of $USD 240,150. This subcommittee to work though the potential other funding options in consultation with ATPMC.

14 The AMS work through the process in 2013 with ATPMC seeking approvals for budget contribution in Year 2 (2014) of $USD 40,000 each ($USD $400,000) for start up working capital for at the Establishment of Regional Secretariat for ASEAN Tourism Professionals. This budget contribution to be included in the “Agreement on the Establishment of a Regional Secretariat for ASEAN Tourism Professionals”.

15 Recommended that Part 7 of this report that the draft document “Agreement on the Establishment of a Regional Secretariat for ASEAN Tourism Professionals” be reviewed by the AMS, ATPMC and ASEC.

16 That at the ASEAN Tourism Ministerial Meeting scheduled in January 2013, that a recommendation be put forward to develop an Agreement for the Establishment of a Regional Secretariat for ASEAN Tourism Professionals that may not become operational until 2014.

17 That the Stakeholder outcomes and findings included in the Final Report be taken up by the Executive Director on the Establishment of the Regional Secretariat for Tourism Professionals.
Part 7 – Draft Agreement on the Establishment of the Regional Secretariat for ASEAN Tourism Professionals

PREAMBLE

The Governments of Brunei Darussalam, the Kingdom of Cambodia, the Republic of Indonesia, the Lao People's Democratic Republic, Malaysia, the Union of Myanmar, the Republic of the Philippines, the Republic of Singapore, the Kingdom of Thailand and the Socialist Republic of Vietnam:

BEING members of the Association of South East Asian Nations established in 1967 (hereinafter referred to as "ASEAN");

MINDFUL ASEAN is committed to working towards the achievement of the goal of regional integration through the establishment of the ASEAN Economic Community (AEC) by 2015.

REAFFIRMING The tourism industry is important for sustainable socio-economic growth of the ASEAN Member States. It is a human resource intensive industry that brings in investment and creates employment. The availability of skilled and trained labour is a crucial element in the success of any tourism industry’s development. Consequently, limited numbers of skilled tourism professionals in ASEAN has been an impediment to the development of tourism and the services industry in general.

RECOGNISING in 2009, the ASEAN Tourism Ministers (ATM) adopted the Mutual Recognition Arrangement (MRA) on Tourism Professionals which aims to facilitate and increase the mobility of tourism professionals within the region. It will facilitate the exchange of information on best practices between ASEAN Member States; provide cooperation and the necessary capacity building required by the ASEAN Member States and assist in meeting the principal requirements for the realization of freer flow of tourism professionals within the region.

RECALLING the decision of the 13th meeting in 2009, the ATM endorsed the MRA Follow-up Implementation Requirements which specify concrete activities in expediting the establishment of the mutual recognition of tourism professionals. One of the activities is the Establishment of a Regional Secretariat for ASEAN Tourism Professionals to manage and monitor the facilitation of tourism professionals within the region.

The regional secretariat will serve as the responsible institution to oversee the comprehensive system and activities under the MRA at regional level, including the ASEAN Tourism Professional Registration System (ATPRS), and also to support the work of the ASEAN Tourism Professional Monitoring Committee (ATPMC).

Prior to the establishment of the regional secretariat, it is essential that a feasibility study be conducted to assess the need for the Secretariat’s establishment and whether it is the best option to respond to the MRA requirements.
ENCOURAGED by the continuing high economic tourism growth of the ASEAN Member States and the challenges that lie ahead in the requirement and need to implement the MRA.

DO HEREBY AGREE AS FOLLOWS:

Article 1
Establishment

1. There shall be the Establishment of a Regional Secretariat for ASEAN Tourism Professionals (hereinafter referred to as the "Secretariat") beginning on 1 January 2014.

2. The Secretariat shall have its seat in Jakarta, Indonesia (hereinafter referred to as the "Host Country") with office venue and facilities provided by the Government of the Republic of Indonesia through the Ministry of Tourism and Creative Economy.

3. The Secretariat shall possess juridical personality. It shall enjoy the full capacity necessary for the exercise of its functions and the achievement of its purposes including the capacity to:
   a. Conclude agreements with states, local or international organisations;
   b. Contract;
   c. Acquire and dispose of property; and
   d. Be a party to legal proceedings.

Article 2
Purpose

The purpose of the Secretariat shall be to serve as a catalyst for the economic growth and development of the ASEAN region by initiating, coordinating and facilitating national as well as joint and collective activities on Tourism and the implementation of the MRA.

Article 3
Governing ATPMC

1. There shall be a Governing Committee being the ASEAN Tourism Professionals Monitoring Committee (hereinafter referred to as the "ATPMC") having overall responsibility for the policy direction and supervision of the Secretariat.

2. The ATPMC shall comprise Leaders of the Senior Officials on Tourism of the ASEAN Member States. A representative of the ASEAN Secretariat shall be an ex-officio member of the ATPMC.

3. The ATPMC shall be chaired by the Chairman elected from the ASEAN Members States (AMS) and (hereinafter referred to as "ATPMC Chair").

4. The ATPMC shall have the following responsibilities:
   a. To approve the organisational structure and provide policy guidance and directions for the Secretariat
   b. To approve the rules, procedures and regulations of the Secretariat
   c. To approve the business plan, including the annual budget of the Secretariat and monitor its implementation
   d. To have overall responsibility for the Fund referred to in Article 7
   e. To appoint an Executive Director for the Secretariat in accordance with ASEAN practice; and
   f. To perform any other function as and when considered necessary to achieve the purpose under Article 2 of this Agreement.
The ATPMC shall meet at least once a year in conjunction with the ATPMC CHAIR. Special meetings may be called for by the Chairman at the request of any member of the ATPMC. Decisions of the ATPMC may be made in a manner to be determined by the ATPMC. For the purpose of this paragraph, the ATPMC may make rules and procedures regarding the holding and proceeding of meetings.

The ATPMC, through the Chairman, shall report to the National Training organisations (NTO’s) on the overall progress and development of the activities of the Secretariat.

**Article 4**

**Executive Director**

1. The Executive Director shall have a term of office of three (3) years which may be extended on an annual basis not exceeding two (2) years.

2. The Executive Director shall be responsible and accountable for the management of the Secretariat and all other functions that may be directed by the ATPMC.

3. The Executive Director shall be assisted by professional and supporting staff and organizations to carry out the assigned responsibilities and functions.

4. The ATPMC shall designate an officer to serve as the Acting Executive Director whenever the Executive Director is absent or unable to discharge his duties, or if the office of the Executive Director should become vacant. The Acting Executive Director shall have the capacity to exercise all the powers of the Executive Director pursuant to this Agreement. In the event of vacancy, the Acting Executive Director shall serve in that capacity until the assumption of office by an Executive Director appointed, as expeditiously as possible, in accordance with paragraph 4e of Article 3.

**Article 5**

**Working Language**

The working language of the Secretariat shall be English.

**Article 6**

**Host Country Obligations**

As a commitment to the Secretariat, the Host Country shall provide office space and operational facilities including among others, support for utilities. The Host Country shall also grant to the Secretariat and its staff privileges as may be necessary for the performance of their duties and functions similar to those accorded to the ASEAN Secretariat and its staff.

The Host Country for a minimum of 1 year and maximum of 2 years provide funding of $USD (TBC) to assist with the operations of the Secretariat.
Article 7
Funding

1. The operations of the Secretariat shall partially be funded by all ASEAN Member States through the establishment of an ASEAN Tourism Endowment Fund (hereinafter referred to as the "Fund").
   a. Each Member Country shall contribute to the Fund a total amount of Forty Thousand US Dollars ($USD 40,000) to be paid in two annual instalments of Twenty Thousand US Dollars ($USD 20,000) with the rights and possession of the total amount fully vested in each Member State.
   b. Member States shall pay the instalments on or before 1st February 2014 and 30th June 2015.
   c. All contributions shall be made in $ USD payable to the Fund.
   d. A bank account for the Fund shall be opened by the ASEAN Secretariat acting as custodian and administrator of the Fund to accommodate payment of ASEAN Member States on or before the stipulated dates.
   e. Notwithstanding paragraph 1d above, the ATPMC shall have overall responsibility for the Fund including the promulgation and approval of rules and procedures for the investment of the Fund and for the use of the proceeds from the Fund. All the proceeds from the Fund shall be used to finance the operations of the Secretariat.
   f. Any new member(s) of ASEAN who has acceded to this Agreement shall contribute to the Fund a total amount of Forty Thousand US Dollars ($USD 40,000). The ATPMC shall determine the number of instalments and the dates of payment.

2. The Secretariat shall seek and generate funds from within and other possible funding sources to finance its programmes and activities.

Article 8
Accession of New Member(s)

Any New Member(s) of ASEAN shall accede to this Agreement which shall enter into force from the date on which the Instrument of Accession is deposited with the Secretary-General of ASEAN.

Article 9
Termination

1. This Agreement may be terminated by agreement of all the ASEAN Member States and shall be conducted in a manner as not to prejudice their respective interests in this matter. Upon termination of this Agreement, the Secretariat shall stand dissolved.

2. Upon the dissolution of the Secretariat, the total contribution to and share of proceeds of the Fund less the costs attendant to the closure and/or any unpaid obligation of the Secretariat shall be returned to each contributing Member State.
Article 10
Transitory Provision

Notwithstanding paragraph 1 of Article 4 above, the term of office of the first Executive Director of the Secretariat shall be for a period of five (5) years. This is to enable the Executive Director to facilitate and expedite the establishment of the Secretariat.

Article 11
Settlement of Dispute

Any dispute concerning the interpretation or implementation of this Agreement shall be settled amicably through consultations or negotiations among the Member States of ASEAN, in accordance with the ASEAN Protocol on Dispute Settlement Mechanism signed in Manila, Philippines on 20 November 1996.

Article 12
Final Provision

1. This Agreement shall be ratified by the ASEAN Member States and shall enter into force on the date of the deposit of the ninth instrument of ratification with the Secretary-General of ASEAN.

2. This Agreement may be amended by the consent of all the ASEAN Member States. Such amendments shall become effective upon the signing of the Protocol amending this Agreement.

3. This Agreement shall be deposited with the Secretary General of ASEAN who shall promptly furnish a certified copy thereof to each ASEAN Member States.

In witness whereof, the undersigned, being duly authorized by their respective Governments, have signed this Agreement

DONE in _____________ this _________ day of January 2013, in the English language.