

OFFICIAL TRANSLATION

30-L/08.01.2026/EN/H/05.03.2026

"TRANSLATION CENTRE OF THE MINISTRY OF JUSTICE
OF THE REPUBLIC OF ARMENIA"
STATE NON-COMMERCIAL ORGANISATION

RUZANNA KHUDAVERDYAN

DIRECTOR

06 MARCH 2026



GOVERNMENT OF THE REPUBLIC OF ARMENIA

DECISION

No 30-L of 8 January 2026

ON APPROVING THE 2026-2030 STRATEGIC PLAN FOR TOURISM
DEVELOPMENT OF THE REPUBLIC OF ARMENIA AND THE STRATEGIC
PLAN IMPLEMENTATION ACTION PLAN

Taking as a basis part 4 of Article 146 of the Constitution of the Republic of Armenia,
part 8 of Article 11 of the Law "On the structure and activities of the Government" and

point 4 of part 1 of Article 4 of the Law “On tourism”, the Government of the Republic of Armenia hereby decides:

1. To approve:
 - (1) the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia, pursuant to Annex No 1;
 - (2) the Implementation Action Plan of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia, pursuant to Annex No 2.
2. To establish that the issue of funding for the measures envisaged under Annex No 2 to this Decision will be considered within the framework of budgeting for each year, taking into account both the priorities of the measures and the fiscal constraints.
3. This Decision shall enter into force on the day following its promulgation.

PRIME MINISTER
OF THE REPUBLIC OF ARMENIA

N. PASHINYAN

Yerevan

9 January 2026

CERTIFIED BY ELECTRONIC SIGNATURE

Annex No 1

**to Decision of the Government
of the Republic of Armenia
No 30-L of 8 January 2026**

**2026-2030 STRATEGIC PLAN FOR TOURISM DEVELOPMENT
OF THE REPUBLIC OF ARMENIA**

ABBREVIATIONS

UAE	United Arab Emirates
USA	United States of America
FRG	Federal Republic of Germany
KS	Kingdom of Spain
IR	Italian Republic
IRI	Islamic Republic of Iran
RA	Republic of Armenia
EBMI System of the RA	Electronic Border Management Information System of the Republic of Armenia
WEF	World Economic Forum
WTT Council	World Travel and Tourism Council
UNESCO	United Nations Educational, Scientific and Cultural Organization
PRC	People's Republic of China
UNWTO	United Nations Tourism Organization (UN Tourism)
RF	Russian Federation
FR	French Republic

TABLE OF CONTENTS

I. INTRODUCTION.....	6
II. METHODOLOGY OF THE STRATEGIC PLAN AND ITS IMPLEMENTATION ACTION PLAN	7
III. FUNDAMENTAL PRINCIPLES AND VALUES OF THE STRATEGIC PLAN	8
IV. GENERAL PROVISIONS: CURRENT SITUATION	10
V. KEY ISSUES IN THE TOURISM SECTOR.....	23
VI. VISION AND MISSION	29
VII. TARGET MARKETS.....	36
VIII. STRATEGIC PRIORITIES AND GOALS	38
IX. ACCOUNTABILITY, MONITORING AND EVALUATION OF IMPLEMENTATION OF THE STRATEGIC PLAN AND ITS IMPLEMENTATION ACTION PLAN	45
X. FUNDS FOR IMPLEMENTATION OF THE STRATEGIC PLAN AND ITS IMPLEMENTATION ACTION PLAN	46
XI. RISKS OF IMPLEMENTATION OF THE STRATEGIC PLAN AND ITS IMPLEMENTATION ACTION PLAN	47

I. INTRODUCTION

1. The 2026-2030 Strategic Plan for Tourism Development of the RA (hereinafter referred to as “the Strategic Plan”) defines the priorities for development of the sector arising from the priorities of the Government of the RA, the vision for tourism sector development and the international obligations assumed by the RA, the effective way to achieve the latter, as well as the paths for responding to the current challenges.
2. The need to develop the Strategic Plan arises from the imperative to find a complex solution to the problems facing the sector and to co-ordinate the launched reforms, including legislative ones.
3. The vision and goals of tourism development are enshrined in the Strategic Plan, from which the Action Plan of the latter derives, predetermining the expected outcomes of the reforms and their impact on the economy and society.
4. The Strategic Plan is a benchmark document for the development and implementation of the state policy on the tourism sector for the upcoming 5 years, for the sustainable development of tourism, engagement of investments, development of infrastructures, improvement of the quality of services, institutional reforms, strengthening of the profile of the RA as a safe and favourable tourist country, increase of recognisability and accessibility of the RA, mitigation of and adaptability to climate change, development of sustainable and responsible tourism, etc.
5. A part of the provisions approved under the two conceptual documents (for the years 2000 and 2008) approved by the Government of the RA were taken into consideration during the development of the Strategic Plan, taking as a basis the practical relevance of the provisions and the fact that the legislative and secondary legislative acts in the tourism sector and the annual state programmes for tourism development were developed and approved in accordance with the

goals and objectives of the state policy approved under those documents prior to the adoption of the Strategic Plan.

6. The Strategic Plan was developed as a result of discussions with interested state bodies, including the staffs of marzpets, international colleagues and representatives of the private sector, ensuring maximum participation. Strengthening and development of co-operation with state bodies of the RA, including interested ministries, staffs of marzpets, local self-government bodies and private sector, are also enshrined in the Strategic Plan.
7. The Strategic Plan and its Implementation Action Plan were developed in execution of sub-point 10.2 of point 10 pertaining to the Ministry of Economy of the RA in Annex No 1 to Decision of the Government of the RA No 1902-L of 18 November 2021.
8. Until 2030 inclusive, the Strategic Plan will be a benchmark for other strategic documents and policies developed in the sector and related to it, including for the strategic documents related to the tourism development in the marzes, adaptability to climate change and sustainable and responsible tourism.

II. METHODOLOGY OF THE STRATEGIC PLAN AND ITS IMPLEMENTATION ACTION PLAN

9. The methodological basis of the Strategic Plan is the “Methodical Instruction for the Development, Submission of and Implementation of Supervision over Strategic Documents with Impact on State Revenues and Expenditures” approved by Decision of the Prime Minister of the RA No 1508-L of 30 December 2021, pursuant to which the Strategic Plan shall be a sector-specific, middle level strategic document.
10. The Strategic Plan was guided by the approach to provide a more complex and effective response to the current challenges and problems in the tourism sector and the in-depth causes thereof.

11. The results-based scope of the Strategic Plan is constructed based on the logic of defining the strategic goals for implementation of the vision for tourism development and the means envisaged for achieving the goals. The annual tourism sector support programmes, as well as programmes co-financed with donor organisations will soon also derive from the defined goals.

III. FUNDAMENTAL PRINCIPLES AND VALUES OF THE STRATEGIC PLAN

12. The Strategic Plan and its Implementation Action Plan were developed based on the following principles:
 - (1) **transparency of information** — information on the development, implementation process and the results of the Strategic Plan and its Implementation Action Plan shall be made available for the public;
 - (2) **participation and inclusiveness** — at all stages of the development of the Strategic Plan and its Implementation Action Plan, the positions of all interested parties, including competent state bodies, interested ministries, staffs of marzpets, local self-government bodies, donor organisations, international colleagues and the private sector, shall be taken into consideration. Moreover, participation also implies the ongoing involvement and contribution of all role-players in the implementation of the Strategic Plan and its Implementation Action Plan;
 - (3) **Ongoing improvement:** The Strategic Plan and its Implementation Action Plan may undergo changes, depending on the dynamic developments and newly emerging challenges that are characteristic of the tourism sector.
13. The Strategic Plan includes the following long-term values aimed at the sustainable tourism development which shape the content, priorities and types of tourism development:

- (1) **ensuring a safe tourism environment for tourists** — the Strategic Plan and the Action Plan ensuring its implementation are aimed at strengthening the profile of the RA as a secure, safe and attractive tourist country;
- (2) **ensuring a responsible consumption, maintenance and effective use of tourism resources** — monitoring of the Strategic Plan and its Implementation Action Plan is envisaged in order to identify the impacts of sustainable development on the sustainable and responsible tourist destinations which, by not having a negative impact on the surrounding environment (or with minimum impact), creates jobs and promotes local culture and products, thus fostering economic activity;
- (3) **ensuring respect for cultural heritage and uniqueness** — the initiatives and measures to be implemented within the scope of the Strategic Plan and its Implementation Action Plan are aimed at preserving and presenting the cultural, historical and natural identity of Armenia, fostering the discovery and recognisability of the uniqueness of local traditions and landscape and evading their commodification;
- (4) **ensuring inclusiveness and development** — The Strategic Plan and its Implementation Action Plan promote inclusive development, ensuring equal opportunities for all beneficiaries, including women, youth, rural communities, persons with disabilities and national minorities. Tourism, as one of the sectors responsible for sustainable economic development, creation of jobs and poverty reduction, promotes, with its potential, active participation and the development of skills and equal community development;
- (5) **ensuring proportional territorial development** — tourism development will support the proportional development of communities, ensuring equal distribution of infrastructures, investments and resources, fostering

decentralisation of the sector and promoting comprehensive territorial development;

- (6) **providing support to innovative solutions and digital transformation** — the Strategic Plan and its Implementation Action Plan promote innovation, fostering the improvement of visitors' experience, competitiveness and effective management of the sights through technological development, digital marketing and data-based tools;
- (7) **ensuring resilience as the basis for sustainability** — in the Strategic Plan and its Implementation Action Plan, what is important is the need for shaping resilience in the tourism ecosystem in order to show resistance to geopolitical, economic, climate-related and health risks. Resilience is considered as a major condition for maintenance and ensuring of continuity of the sources of income, resources and relevant activities in the tourism sector;
- (8) **ensuring optimisation of the impact of visitors** — the Strategic Plan and its Implementation Action Plan are aimed at engaging responsible visitors who can help to generate high revenue, the expenditures whereof will support local communities and the preservation of cultural and natural heritage. The proportional development of communities will be ensured through restriction on and control over overuse of massive tourism and resources, preserving the cultural and natural heritage of Armenia in favour of viable and sustainable activities at sights and ready for future challenges.

IV. GENERAL PROVISIONS: CURRENT SITUATION

- 14. Tourism contributes to other branches of economy, including the development of agriculture, trade and industry, creating jobs and opportunities in cities and

beyond the urban environment, preventing the outflow of the population from rural settlements and the emigration of the workforce. Tourism indirectly impacts related sectors, ensuring additional financial flows to the state and community budgets. Obviously, the downfalls of the tourism sector, in their turn, have a negative impact on the related sectors.

15. In the RA, tourism has strategic importance; tourism is an overriding branch of economy that has significant potential, fostering economic growth, creation of jobs in the whole country, the engagement of investments, the development of infrastructures and proportional development of economy, the preservation and development of cultural heritage, with the acknowledgement of inbound and domestic tourism as an impetus for economic development, overcoming poverty and proportional development of communities. According to the data released by the WTT Council¹, tourism is one of the largest sectors of economy, which, based on the data of 2024, is responsible for 10.6% of jobs around the world (356,6 million jobs) and constitutes 10% of the global gross domestic product, ensuring investments worth USD 11,1 trillion in the global economy. In 2024, employment in the tourism sector in the RA made up 15% of the total number of jobs (180 thousand jobs), and the share of tourism in the gross domestic product is 13.4%, securing investments of roughly USD 3,6 billion in the national economy. The current situation and the forecasts of the WTT Council testify that the investment in and role of tourism will be growing continuously for the economy of the RA. Therefore, taking into account the opportunities that are being created through international co-operation, diversification and manageable unblocking and the “Crossroad of Peace” project of the Government of the RA, including the shaping of new regional tourism product, the expansion of target countries, increase in effectiveness of international co-operation, strengthening of the profile of Armenia as accessible for tourism, expansion of the opportunities as a

¹WORLD TRAVEL & TOURISM COUNCIL, ARMENIA, 2024 Annual Research: Key Highlights:

transit country for international tourists, and realising the fundamental role and significance of sustainable and responsible tourism, the aim of the policy of the Government of the RA in the tourism sector is to, through sustainable tourism development, foster:

- (1) the preservation, development and proper presentation, popularisation and promotion of the historical-cultural heritage of Armenia;
 - (2) the strengthening and ongoing increase of the global recognition, reputation of, trust in and respect for Armenia and the Armenian people, underscoring national values, cultural heritage, scientific and creative achievements, as well as peace-loving and humanitarian traditions;
 - (3) the strengthening and development of Armenia-Diaspora ties and preservation of the Armenian identity;
 - (4) the ensuring and development of cultural diversity and cross-cultural dialogue;
 - (5) the conservation and improvement of the surrounding environment and the reasonable and targeted use of natural resources;
 - (6) the shaping of new tourism product, including for the development of medical and wellness tourism, MICE tourism and other types of tourism;
 - (7) proportional territorial and economic development, the creation of jobs, the increase of accessibility of Armenia, the improvement of infrastructures and the engagement of investments, increasing the contribution of tourism to the sustainable development of the national economy.
16. The social and economic damage caused by the coronavirus (COVID-19) pandemic is a particular challenge in terms of establishing essentially significant baseline data and targets. Due to the pandemic and in order to evade its consequences, considering health protection and safety as a priority, a need

emerged to review the baseline indicators and development goals for the tourism sector. The pandemic led to the emergence of new restrictions, changing the behaviour of tourists and the criteria for selection of destinations; currently, visitors seek places to visit guided by the activities of a sustainable tourism model, as well as new and substantive experiences. The tourism sector remains sensitive to the changes that are being made in other fields, and this requires precaution when developing and approving long-term programmes.

17. According to the data of UNWTO World Tourism Barometer, in 2024, the number of international tourist visits constituted roughly 1,4 billion — almost completely restoring the pre-pandemic situation (99%) and exceeding the results of 2019 in a large number of tourist destinations.
18. In the RA, the recovery of the tourism sector has accelerated. According to the data released by the Statistical Committee of the RA, in 2023, the total number of tourist visits recorded exceptional growth, constituting 2.316.210², recording 39.1% growth compared to 2022, and roughly 22% compared to 2019. This situation was mainly conditioned by geopolitical realities. With closed borders of a number of European countries, Armenia was considered an alternative tourist destination for Russian tourists, ensuring additional growth of the number of tourist visits from the Russian Federation.
19. According to the data released by the Statistical Committee of the RA, in 2024, the total number of tourist visits constituted 2.208.179³, decreasing by 4.7% compared to 2023. The initial forecasts show that the tendency of reduction of tourist visits will continue also in 2025, primarily due to the reduction of tourist flows from the Russian Federation (Figure 1):

²https://armstat.am/file/article/sv_12_23a_421.pdf

³https://www.armstat.am/file/article/sv_01_25a_421.pdf

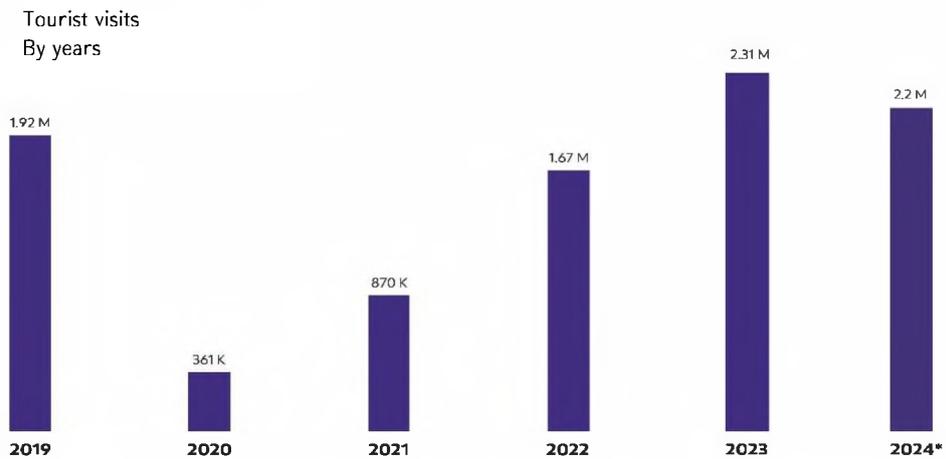


Figure 1: Tourist visits to the RA by years

20. Tourist visits to the RA during 2024 and the past years, by months, are as follows (Figure 2):

TOURIST VISITS

By months

Year	January	February	March	April	May	June	July	August	September	October	November	December
2019	119,548	95,837	117,765	137,597	146,783	153,901	202,322	288,260	221,507	191,772	140,376	110,685
2020	142,370	106,630	58,788	-	-	-	-	-	-	-	-	-
2021	23,345	26,088	37,698	41,881	52,908	64,101	105,127	143,168	124,522	98,970	85,762	66,738
2022	94,339	72,262	84,197	96,938	116,495	129,908	188,856	261,834	198,074	154,847	144,576	130,429
2023	159,475	130,588	159,918	179,639	176,384	199,159	255,706	328,399	260,618	195,396	149,919	132,709
2024	154,319	127,241	152,865	163,970	167,049	180,718	237,603	300,919	236,561	203,810	152,976	130,148

Figure 2. Tourist visits to the RA by months

21. According to the information obtained through the EBMI System of the RA, among tourist visits, the visits of the 25-54 age groups prevail (Figure 3):

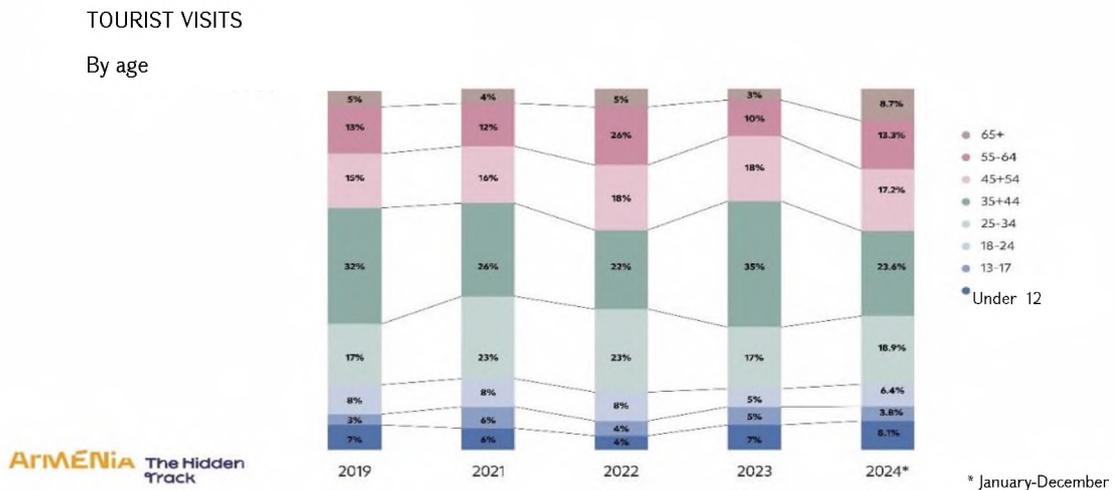


Figure 3. Tourist visits to the RA by age

22. According to the information obtained through the EBMI System of the RA, in January-December 2024, the first 10 countries providing the largest number of tourist arrivals to the RA are as follows: the RF, Georgia, the IRI, the USA, India, the PRC, the FR, Ukraine, the FRG and the Philippines (Figure 4).



Figure 4. Tourist visits to the RA by countries

23. Organised package visits are characteristic of visitors of higher age groups. Therefore, the expenditures that these groups make during visits exceed those made by younger age groups.
24. Although the analysis of data on market trends and their long-term impacts is in progress, nevertheless, the current trends show that, in spite of the fact that visits from the Russian Federation have a significant share of the tourist flow to the RA, there is also a trend of diversification of markets and growth of visits from other countries as well.
25. As a result of studies on tourist visits of the past ten years, from the perspective of tourism for the RA, the interesting targets are considered to be the countries that provide the visits of a large number of tourists. Among them are the RF, the IRI, Georgia, the USA (particularly the Armenian Diaspora), the FRG, the FR, the IR, India, the PRC and the UAE. Among the countries with potential are other countries providing a large number of tourists travelling to the RA, such as Japan, Great Britain, the KS, other Gulf countries, Latin American countries and the Republic of Korea. Under the implementation of the “Crossroad of Peace” programme, visits from Turkey can also be classified in the list of visits from countries with potential.
26. The results of sample surveys on international visits at border checkpoints of the RA in 2007 and 2013 provided the opportunity to provide certain information about inbound and outbound tourism. These studies served as a ground for development of the policy in the tourism sector. In the period between January 2023 and January 2024, the third study on international visits was conducted. Through inquiries conducted at border checkpoints of the RA, there is clearer information about the geographical distribution of tourist visits, the gender-age composition, the options for organising travel, the structure of expenditures made by tourists, repeated visits and more.

27. The comparison of the results of a 2013 study⁴ and the results of a study conducted during 2023⁵ show that the overall profile of tourist visits has undergone significant changes. In particular, there is a change in the data on the average expenditures of tourists, the purposes of visits, the average duration of visits and in several other data (Table 1).

Table 1

Comparison of profile of tourist visits (2013-2023)

	2013	2023
Average expenditure per tourist	Approximately USD 720	Approximately USD 777
Package tour	3%	5.4%
Personal tour	97%	94.6%
Of Armenian origin	66%	35.4%
Of non-Armenian origin	34%	64.6%
Rest and leisure purpose	14%	43.1%
For the purpose of visiting relatives	51%	30.1%
Stay at entities of hotel industry	22%	34.9%
Stay at homes of relatives or friends	69%	40.5%

⁴Report on the results of a sample survey on international visits at border checkpoints of the Republic of Armenia in 2013:<https://www.mineconomy.am/media/2076/1456.pdf>

⁵Report on the results of a sample survey on international visits at border checkpoints of the Republic of Armenia in 2023:<https://mineconomy.am/media/32496/2023%20T.pdf>

28. Significant progress is noticed in the results of the surveys of 2013 and 2023, tourism for the purpose of “rest” has grown from 14% of visitors to 43% of visitors. This trend is positive for the tourism sector in Armenia, as tourists having visited for the purpose of “rest” usually spend more.
29. An important fact is that, as a result of the second survey and during the third survey, it was recorded that inbound tourists arrived in the RA for the purposes of rest and leisure, especially taking into account the attractive nature, gastronomic diversity, rich historical-cultural heritage and the opportunities for adventure tourism in Armenia. The results of the surveys show that Armenia has become a more attractive destination for younger tourists. During 2023, the majority of international visitors who arrived in the RA were relatively young, 63% was under the age of 44.
30. The results of the 2023 survey show that it is necessary to improve and enhance digital marketing, infrastructures in the tourism sector and ensure environmental stability, fostering the diversification of tourist experiences and the increase in expenditures of tourists.
31. What is also noteworthy is that, as in all parts of the world, as well as in Armenia, domestic tourism has not stopped growing over the past few years in the conditions of closed borders with the outside world and even the threats of the pandemic. According to the data released by the Statistical Committee of the Republic of Armenia, there were 2.836.749 domestic tourist visits in 2024, ensuring 23,1% growth against 2.303.610 visits in the same period of 2023⁶.
32. According to the report released by the WEF, Armenia's tourism competitiveness indicator in the 2024 Travel and Tourism Development Index lags behind the data of both 2019 and 2021, by 2.4% and 2.55%, respectively. In the 2024 Travel and Tourism Development Index, in terms of rating, Armenia significantly lags

⁶Official website of the Statistical Committee of the Republic of Armenia:https://www.armstat.am/file/article/sv_01_25a_422.pdf

behind the countries of the region, including Turkey, Georgia and Azerbaijan. From among comparable economies, Armenia surpasses Moldova (88th), Bosnia and Herzegovina (99th). In terms of tourism competitiveness in 2024, the leaders are the USA, the KS and Japan. Compared to the indicators of 2019 and 2021, in 2024, the reduction has mainly been recorded in the data of a number of sub-indexes, particularly “Travel and Tourism Policy and Enabling Conditions” (compared to 2019: -7.5%, compared to 2021: -6.09%), “Travel and Tourism Sustainability” (compared to 2019: -7.5%, compared to 2021: -5.25%), “Enabling Environment” (compared to 2019: +1.6%, compared to 2021: -2.28%).

33. According to Expedia Group's “Discovery 25: The Trends in Travel” Report (Unpack'25)⁷, in 2025, the global tourism behaviour is changing, becoming more individualised, goal-oriented and digitalised. Such observations and data are also recorded in other sources, such as the World Travel and Tourism Council (WTTC), UNWTO. These developments represent a number of strategic opportunities for Armenia while it positions itself as a competitive and attractive tourist destination:

- (1) **The role of heritage and identity in tourism** — 62% of tourists are interested in visiting sites that are linked to their ancestors or cultural roots. Armenia has a unique opportunity to benefit from this trend by not only engaging representatives of the Armenian Diaspora, but also by attracting international visitors seeking unique, heritage-rich experiences that are rich in the stories, traditions and cultural identity of the locals.
- (2) **The role of health and nature in tourism** — 54% of international tourists prefer rest for recovery or improvement of health. The diverse natural landscapes, favourable climate and the existence of a rural environment in Armenia serve as a strong framework for the development of wellness

⁷https://partner.expediagroup.com/content/dam/unified/partner/documents/reports/2024-reports/expedia-group-unpack25-trend-report_en-us.pdf

tourism offers. The settlements with sanitary potential in the country (i.e. Jermuk, Dilijan, Vanadzor, Arzni, Hankavan, etc.) stand out with their favourable nature and the infrastructures required for rest and recovery.

- (3) **Demand for undiscovered and alternative destinations** — 44% of tourists prefer to discover smaller and less known destinations, avoiding busy tourist centres and seeking unique experiences. This trend will provide the opportunity to develop tourism in marzes with relatively few visits (Aragatsotn, Gegharkunik, Lori, Shirak, Syunik), which will promote community development and foster the development of local economies.
- (4) **Growth of group and family trips** — 80% of tourists plan to travel with family or friends. Armenia has the opportunity to develop tourism product that helps to create a familiar (for different generations) and friendly environment; in particular, routes designed based on historical-cultural heritage, interactive cultural experiences and options for stay that are adapted for groups of friends and families.
- (5) **The role of digital solutions and artificial intelligence in tourism** — to plan trips, 60% of tourists are ready to benefit from the opportunities that artificial intelligence has to offer. To be competitive in the tourism market which is being digitalised, in Armenia's tourism development, it is necessary to pay attention to the introduction and integration of tools based on artificial intelligence, i.e. systems that plan smart routes, platforms for presenting personalised content and on-line assistants. For successful implementation of this process, it is important to establish co-operative platforms, enhance professional capabilities and promote public-private partnership. It is especially necessary to support small and medium-sized enterprises, ensuring their access to new technologies and the necessary skills in order to apply the technologies effectively.

34. In the conditions of dynamic development that is characteristic of the tourism sector and new challenges, the real need for specifying the mutual rights and responsibilities of tourism entities and tourists, the requirements for tourism services and the mechanisms for control over tourist activities has served as a ground for improving the legislative framework in the tourism sector. The amendments and supplements to the legislation on the tourism sector are aimed at fostering the protection of citizens' consumer rights, tourism services and specification of the requirements for entities, human resources development, etc.
35. In the long run, climate change may have a negative impact on the tourism sector in Armenia, leading to worsening of the tourism environment, natural resources and ecosystems, loss of potential in the sector, damage to economic and social values and entrepreneurial activities. For instance, where some tourist destinations receive more visitors during the months when there is a lot of snow, adapting to attractive winter tourism in case of the existence of abundant snow and necessary infrastructures, due to climate change, the absence of sustainable snow coverage may have a negative impact from the perspective of ensuring tourist flows to the particular tourist areas.
36. These challenges show that it is necessary to make the transition to a more sustainable environment model for the tourism sector in Armenia. Renewable energy, availability of a sustainable transport system, conservation and management of natural resources, effective management of water disposal and water supply are not only a necessity, but can also become the basis for a special proposal for the tourism sector in Armenia. It is noteworthy that drop of indicators characterising environmental and demand sustainability were recorded in the 2024 Travel and Tourism Development Index released by the WEF. The grade drop of the environmental stability indicator is mainly due to reduction of flows of safely treated domestic wastewater. By making investments in the sector of renewable resources, green and sustainable practices, Armenia can not only

mitigate the negative consequences for mitigation of climate change, but also increase its attractiveness in the market of ecologically aware and environmentally conscious tourists, turning environmental protection into a competitive advantage. This approach will ensure the long-term viability and resistance in Armenia's tourism sector, and will also contribute to the implementation of more whole-scale and systemic nature protection goals.

37. It is noteworthy that the uncontrolled tourism growth may inadvertently lead to overtourism, which entails negative consequences and may cause great harm to the country. According to the interpretation of the UNWTO, overtourism is the phenomenon, as a result of which the number of tourists exceeds the destination's capacities to receive tourists, and this leads to deterioration of quality of life⁸. This unplanned and unforeseen tourism growth entails five systemic risks that may put long-term tourism growth at risk in any market:

- (1) deterioration of quality of life of locals — the proposals of the local communities may be pushed out as a result of foreign investments, increase in prices may cause harm to the local economy;
- (2) deterioration of the quality of tourists' experiences — the large number and lines of people visiting tourist attraction sites may create a negative impression and entail reduction of the number of future visits;
- (3) overloaded infrastructures — the excess quantity of visitors may have a negative impact on the quality of infrastructures, causing inconvenience also for the locals and increasing the risks of health and safety;
- (4) damages caused to the environment — visits to tourist attraction sites may entail additional pollution, poor waste management and harm the wilderness;

⁸[UNWTO](#),2018: “Overtourism? Understanding and managing urban tourism growth beyond perceptions

- (5) damages caused to cultural heritage — some visitors often damage historical-cultural sites by polluting or deforming them.
38. The challenges and issues provided for by the Strategic Plan can be resolved, the set goals can be achieved through a co-ordinated state policy, ensuring the involvement and support of interested bodies in the development and implementation of a state policy in the tourism sector on the part of the Tourism Committee of the Ministry of Economy of the Republic of Armenia (hereinafter referred to as “the Tourism Committee”).

V. KEY ISSUES IN THE TOURISM SECTOR

39. The tourism sector in Armenia has significant potential to foster economic growth, increase of national revenues, regional development and increase of visibility of the country in the global market. However, there are a number of key issues on the path to development of the tourism sector in the Republic of Armenia that need to be overcome in order to use the development potential with maximum effectiveness and achieve the goal and vision prescribed by the Strategy:
- (1) **weak position and unsatisfactory level of recognisability of Armenia in the global tourism market:** Although Armenia has a certain level of recognisability in the global tourism market, it is necessary to take into consideration also that Armenia is still not in the list of the world's known and desired tourist destinations, sufficient information about Armenia and the Armenian tourism product is still not released. A significant part of the world population has not heard about Armenia, does not know where it is located or has no idea about the tourist attractions that the country has to offer. What also shows the insufficient level of recognisability of Armenia is the fact that Armenia is ranked only 72nd in the list of 117 countries in the

2024 Travel and Tourism Development Index released by the WEF. It is noteworthy that Armenia, with its position, lags behind other countries of the region (i.e. Turkey is 29th, Georgia is 45th, Azerbaijan is 56th)⁹. Armenia is still not properly positioned under the brand “Armenia, The Hidden Track”. What is of primary importance is the increase of the level of recognisability of the latter in the global market. The gap of full implementation of the measures for comprehensive assessment and promotion of Armenia's tourist recommendations and resources, the country's tourist attractions, particularly historical and cultural monuments, natural landscapes and unique experiences should also be considered within the scope of this key issue. The issue of examining the demand in the global market is also important.

(2) **Unsatisfactory condition of tourism infrastructures and accessibility:**

The current state of tourism infrastructures in Armenia, especially out of Yerevan, fail to provide sufficient opportunity to serve a larger number of tourists with high solvency. In particular:

- a. the process of co-ordinated development of tourist destinations is still in the stage of formation in Armenia, it is necessary to establish tour itinerary and centres (clusters) in new thematic directions. Besides, many roads leading to tourist attraction facilities are not improved and are not provided with tourist panels, sanitary conditions (including sanitary-hygienic facilities). It is also necessary to emphasize that the tourist sites of the Republic of Armenia are still not ready for large-scale visitors. Historical-cultural sites, declined churches and monasteries will suffer great damage during active flows, and tourist activities are not fully regulated in specially protected nature areas. What also shows the unsatisfactory condition of tourism

⁹https://www3.weforum.org/docs/WEF_Travel_and_Tourism_Development_Index_2024.pdf

infrastructures, such as transport services, roads and the accommodation services is also the ranking (84th) in the “Infrastructure and Services” sub-index of the 2024 Travel and Tourism Development Index released by the WEF. In the specified sub-index, Armenia, among other countries, lags behind the countries of the region, including Turkey (31st), Georgia (50th), Azerbaijan (55th) and Iran (77th).

- b. the air access of Armenia has also not reached the satisfactory level due to high costs of travel, limited quantity of flights and limited resources of airports. This problem plays its role in the process of engaging visitors from new and developing markets to Armenia. Despite its favourable geographical position, rich historical-cultural, natural heritage, diverse tourist recommendations and availability of resources, Armenia remains insufficiently accessible destination for certain markets. This is mainly conditioned by the limited airways for reaching Armenia. Besides, the unsatisfactory condition of road and railway infrastructures also makes accessibility of the country difficult. This key issue has its role in planning to make a trip to Armenia. Reaching Armenia by air is complex and expensive for a significant portion of visitors due to limited flights and external relations. Affordable and suitable flights to Armenia (including by low-cost airlines) are not sufficient due to the low diversity of flights from different destinations. The limited capacity of border checkpoints also lies at the core of the key issue of the low diversity of flights in different directions and, consequently, the undesired level of access to Armenia.

- (3) **Concentration of tourism in Yerevan and insufficient use of tourism potential of marzes:** Based on the results of a survey of people arriving in

the Republic of Armenia at border checkpoints of the Republic of Armenia, Yerevan was the place with the most visitors in Armenia in 2013. The marzes close to Yerevan had more visitors (except for only Ararat Marz), and the marzes farther from Yerevan had the greatest difficulties with attracting tourists¹⁰. Based on the results of another survey conducted **in 2013**, tourism is still mainly concentrated in the capital city of Yerevan and a few sites that are large and deemed to be known for tourist attraction. According to the data released by the Statistical Committee of the Republic of Armenia¹¹, the number of inbound tourists having stayed at entities of hotel industry in Yerevan significantly exceeds the data in the marzes (Table 2). The attractions of marzes remain undiscovered due to the lack of appropriate infrastructures or simply the low level of recognition. Besides, the main places of leisure are concentrated in Yerevan, and so, a need has emerged to decentralise tourism from Yerevan to the marzes, ensuring also continuity of improvements of the infrastructures, as well as in the business and investment environment provided for by sub-point 2 of the present point. In the 2024 Travel and Tourism Development Index released by the World Economic Forum, the position of the “Sector Resources” sub-index (112th) also proves the fact that the tourism potential in the marzes of Armenia has also yet to be identified for international tourists. In this context, among the main challenges is the absence of a pan-national strategic approach to development that is based on the unique resources and strong thematic aspects of every marz for establishing tourism centres (clusters) in the marzes. Without a co-ordinated approach, certain sites, communities are at risk of duplicating tourism offers and competing for the same visitors instead of shaping a national tourism result that is diverse, complementary and consistent.

¹⁰Report on the results of a sample survey on international visits at border checkpoints of the Republic of Armenia in 2013:<https://www.mineconomy.am/media/2076/1456.pdf>

¹¹https://armstat.am/file/article/marzer_2024_18.pdf

Table 2

Number of inbound tourists having stayed at entities of hotel industry

Year	Yerevan	Aragats otn	Ararat	Armavir	Geghar kunik	Lori	Kotayk	Shirak	Syunik	Vayots Dzor	Tavush
2018	265 908	93	0	0	975	394	7389	6006	1064	10276	15368
2019	489.019	13	11	0	5662	1702	5778	11868	669	11008	24.559
2020	87 429	0	0	0	22	10	2705	1824	2788	1350	1422
2021	253.046	0	0	0	3788	157	3788	3293	4311	6292	6050
2022	592.320	0	26	0	3674	340	13900	4600	5967	8367	16039
2023	668.649	0	40	0	4737	3280	3541	5886	15516	8350	22999

(4) Undesired level of quality of services, lack of workforce, gaps in skills:

In the tourism sector, among the primary challenges are the improvement of quality of services, as well as development of a workforce that will be in line with the current demand in the global market. The gap in skills of the workforce, the lack of standards of customer service and training for hospitality have a negative impact on the impressions and experiences that tourists get and gain. To increase the quality of services and the professional quality of human resources in the tourism sector in Armenia, a need has emerged for the introduction of new qualitative criteria, the development of a common plan for human resources development in the tourism sector, the improvement of the quality of education in educational institutions — intermediate vocational and higher education institutions— and in the tourism sector, as well as the human resources training of the public and private sectors. Vocational and higher education institutions, as well as organisations conducting training courses, often fail to meet the sector-specific requirements and fail to provide graduates who are ready to

work. Conditioned by the developments of the market, short-term training programmes for tourists, hospitality, service and culinary skills are limited and are not available, especially in the marzes. The aforementioned is also reasoned based on the results of a survey of the heads of companies of the WEF which show the gaps in skills of the workforce. In the context of this key issue, importance is attached also to the insufficient workforce of the Tourism Committee, which is the body developing the state policy in the tourism sector. There is a need for a sufficient amount of workforce for achievement of the goals set under the Strategic Plan and proper implementation of the measures envisaged by the Implementation Action Plan.

- (5) **Lack of clear and precise information about tourist visits, particularly domestic tourist visits:** Currently, information about inbound tourist visits to Armenia is obtained through the RA EBMI System. Although it is possible to obtain more specific information about inbound tourist visits (by countries, gender-age distribution, border checkpoints, duration of visit) following ongoing activities for improvement, nevertheless, there is still a need to introduce a system for gathering complete information about inbound tourist visits.
- (6) **Seasonality:** Studies on the statistics of tourist visits to Armenia show that seasonality is one of the elements characterising tourism in Armenia; the tourist season begins in April and lasts until October. In the other period of the year (during the cold season), profitability is low for organisations carrying out activities in the tourism sector; business of entities of hotel industry in the marzes particularly drops, and, as a result, most of the jobs in the sector are seasonal. The existence of seasonality impedes the shaping of rapidly transforming tourism in constant and changing situations in Armenia. Currently, there is a need to promote diversity of winter tourism

services, highlighting for new target markets interested in winter tourism the attractions and unique beauty of Armenia during the winter season.

(7) **Unsatisfactory favourable environment for investments and business:**

Although tourism has high potential for development, nevertheless, in Armenia there is still a lack of a sustainable system for promoting and maintaining investments. There are a limited number of programmes and mechanisms promoting investments, yet there is no specific information on opportunities. Organisations carrying out activities in the tourism sector, especially small and medium-sized businesses out of the capital, clash with hindrances of financial support, weak system of business consulting services and lack of support to innovations.

(8) **Insufficient level of sustainability and inclusiveness:**

Environmental sustainability and accessibility are still not sufficiently reflected and included in the tourist recommendations in Armenia. Many persons providing tourism services have not yet introduced “green”, sustainable and responsible practices or round business models. Infrastructures and services are often not designed for persons with disabilities, elderly visitors or families with special needs. The gap of sustainability and inclusiveness in the tourism sector may help to entail the risk of losing major groups of visitors and failing to exercise opportunities for long-term competitive advantage.

VI. VISION AND MISSION

40. **The vision of the state policy in the tourism sector is as follows:** The Republic of Armenia, as a crossroad of tourism, will be an attractive, quality, safe, peaceful and competitive boutique tourism destination throughout the whole year, offering fulfilling experiences that are based on unique culture and

pristine nature, while promoting inclusive and proportional economic development across the country.

41. **The mission of the state policy in the tourism sector is:**

- (1) to create sustainable and highly valuable tourism sector that fosters improvement of the standard of living of the population;
- (2) to position Armenia in the global market as a country that is favourable and attractive, sustainable, responsible and universally accessible for tourism, known for its ancient cultural heritage, modern culture, pristine nature, unique landscapes, rich cuisine, unmatched hospitality, high quality of services, affordable and competitive price offers, environment that creates a positive mood, and diverse tourism experiences;
- (3) to ensure inclusive, proportional territorial development by promoting peace and strengthening the reputation of Armenia as a sustainable, safe and hospitable tourist destination that values cultural dialogue, safety and co-operation;
- (4) to ensure the shaping of a profile of a tourist visiting Armenia as a sustainable, responsible, intellectual, curious, wise, thoughtful, sensitive, aware and nature-loving person;
- (5) to ensure effective management of inbound, domestic and outbound tourism, proceeding from the protection of the rights of citizens availing of services within the scope of outbound tourism and the priority of inbound and domestic tourism for economic development, overcoming of poverty and equal development of communities.

42. **Three main types of development:**

- (1) cultural;
- (2) gastro (cuisine, wine and Armenian brandy);

(3) adventurous (including winter).

43. **Cultural:** Armenia has centuries-old history and a rich culture; there are a total of nearly 25.000 historical-cultural monuments in the RA. This number includes both famous and newly discovered monuments that have been included in state lists in the course of different years. Among them are thousands of exclusive monuments dating back to different eras. Thus, cultural tourism is among the types that is of primary interest for tourists. Activities for the preservation, development, proper presentation and promotion of tangible and intangible cultural heritage are also a part of the process of developing a state policy in the tourism sector. Taking into account the sustainable growth of cultural tourism in the world and the several special offers that Armenia has, including the monuments included in the UNESCO World Heritage List, the assets of intangible cultural heritage, it is possible to attract significantly more tourists to Armenia. Nevertheless, development of cultural tourism is subjected to the risk of materialising cultural heritage, which may cause harm to historical, cultural and natural resources due to overtourism. It is necessary to make ample efforts to preserve cultural sites, develop and implement plans for management of those sites, as well as increase appropriate investments and co-operate with the private sector for development of this direction. The state policy in the tourism sector is targeted at the popularisation of tangible and intangible culture, including with the support for organisation of and participation in various types of concerts (classical, electronic and thematic), festivals and other international and local events which will foster the popularisation and preservation of tangible and intangible assets. In Armenia there are a number of scientific tourism centres that combine science, educational significance and tourism. These may spark the interest of both locals and tourists who are interested in science, technology and nature. It is also noteworthy that Armenia also has wide opportunities for the development of industrial tourism, taking into account the opportunities of

operating mines, production facilities and technological centres and the existence of factories that terminated operation following the collapse of the Soviet Union.

44. **Gastro:** Armenian cuisine, wine and brandy also stand out with their rich heritage. Today, gastro (cuisine, wine and brandy) tourism is one of the beloved and primary types of tourism in the global market. Several elements of Armenian cuisine are known around the world and attract tourists, preserving and presenting several episodes related to the traditions and lifestyles of the Armenian people. It is noteworthy that Armenian lavash was included in the UNESCO Representative List of the Intangible Cultural Heritage of Humanity. The lavash was registered in the UNESCO List due to the peculiarities, cultural and national significance of the way it is made. The several and nearly 6,100-year-old wine jugs found in Armenia serve as vivid evidence of the millennial traditions of winemaking and viticulture here. This discovery enriches the history of not only Armenia, but also winemaking. The state policy in the tourism sector is targeted at the popularisation of Armenian cuisine, wine and brandy, including with the support for organisation of and participation in various types of festivals and other events.
45. **Adventure (including winter):** Nature is one of the most impressive and most influential factors for most tourists visiting Armenia. Thus, preservation, reasonable use and development of natural resources, use of the potential of specially protected nature areas (national parks, state reserves and sanctuaries, natural monuments) and forests and forest lands are among the major preconditions for tourism development in Armenia. Sustainable tourism development will have a direct and positive impact on the pace of positive growth of adventure tourism. The multi-layered opportunities of nature and the natural environment make Armenia attractive also for those who prefer adventure tourism and winter tourism. In Armenia there are winter tourism centres with infrastructures that meet international standards. In the conditions of

investments targeted at human resource development, Armenia can become a site for alternative winter tourism of global significance. The introduction of certain safety criteria and the engagement in international qualification systems will also help to make this type of tourism more attractive, safe, secure and reliable. Tourism in specially protected nature areas is organised in accordance with Article 26 of the Law “On specially protected nature areas”, as well as the provisions approved under the plan for management of the specially protected nature area concerned.

46. **Types with potential for development:** Despite the existence of specialized types (Nature-watching, bird-watching, photo, leisure tourism, event tourism (festivals, events), urban tourism, etc.), Armenia has serious opportunities and the necessary preconditions for the development of other types, including rural (agro) tourism, MICE tourism, medical and wellness tourism, religious tourism and more, particularly:

(1) It is known that a large portion of tourists prefer the opportunities of enjoying the lifestyles in villages and availing of the tourist experiences on the spot, with the preference of ensuring stay also in the tourist homes in villages. Development of rural (agro) tourism will create a unique opportunity for decentralisation of tourism and diversification of tourism product, engaging the populations of rural communities and creating preconditions for the development of small and medium-sized businesses on the spot, households, the preservation of mainly intangible cultural heritage and traditions and the popularisation of national cuisine. If rural tourism ensures also the eco tourism criteria, which is rather realistic in the marzes of the Republic of Armenia, then it is safe to state that agro and eco tourism have great potential to be included in the main types of development. All the resources necessary for organising hospitality in a rural environment in line with development of the destination will be geared

towards ensuring a calm state of mind of visitors and satisfaction of interests for becoming familiar with the unique lifestyle. It is necessary to pay great attention also to the issues of targeted and effective management and use of the natural environment, the solutions to which entail economic diversifications in the rural communities which are an imperative of the time. It is based on such processes that rural tourism has, by different means, an impact on the development of the rural environment and increase of the living standard of the population, the formation of the investment field and literate waste management.

- (2) MICE tourism is actively developing in the world and is based on both economic efficiency and logistics support. Taking into account the fact that the development of MICE tourism creates an opportunity for Armenia to solve the key issue of seasonality in the tourism sector, there is a need for long-term investments not only in Yerevan, but also in the marzes of the Republic of Armenia for the purpose of building appropriate dwellings, halls and auditoriums, increasing the recognisability of Armenia as a country developing MICE tourism and ensuring access from target markets with potential which will also create competitive advantages and opportunities in the global market.
- (3) In Armenia medical and wellness tourism is considered as one of the developing types of the sector that seems prospective for growth. Armenia has a high demand for this by the sustainable portion of the population of the Armenian Diaspora and also high quality of services in this direction. Many doctors undergo training abroad and have the reputation of properly qualified doctor. Armenia also has modern, high-quality equipment. By combining these qualities with the fact that most medical tourists are capable of enjoying secondary rest during a two-week trip, it is safe to state that Armenia has good opportunities for tremendous growth in this sector.

The wellness tourism sector in Armenia is based on a few main wellness sites that are located in certain sites of the Republic of Armenia. The prevailing driving force of wellness tourism is the domestic market. The wellness tourism sector includes various services, including spa treatment, mining sources and resorts which may be used for medical purpose. The effectiveness of the specified services is ensured within a certain period (depending on the time limits for medical procedures), ensuring, as a result, long-term stay on site and the provision of other services related thereto. There is an opportunity for further growth of wellness tourism development in the domestic market. Local tourists, including also beneficiaries of the social package, serve as a major source of demand for wellness tourism. Wellness tourism development can also be considered from among the options for solution to the seasonality issue, as it can offer opportunities for tourists in all seasons of the year.

- (4) As the main tourist destinations, religious heritage centres not only promote international tourism and economic growth, but also serve as a platform for shaping tolerance, respect and mutual understanding between different cultures. Christian pilgrimages incorporate thousands of shrines. These are mainly sites for visions or working miracles, as well as spiritual life centres. Armenia has great potential for pilgrimages and religious tourism, with the inclusion of nearly 1000 Christian monuments. Armenia has always been viewed as a key country in the Christian world. Armenia is the first Christian nation in the world and the cradle of the Apostolic Church. By providing religious monuments and other resources with the necessary infrastructures and investments, the level of effective use of the monuments and other resources will rise significantly, and this will foster the engagement of maximum revenues and the increase of funds geared towards preservation of the monuments and other resources.

VII. TARGET MARKETS

47. Guided by the results of the 3rd study on international visits in 2023 and the goals of the Strategic Plan, selection of the target markets for tourism is based on the following priorities:
- (1) markets with nearby or direct flights which are interested in Armenia's "culture-nature-adventure-gastro and wine" offer;
 - (2) groups of visitors that can raise the daily expenditure level to USD 51;
 - (3) markets, the representatives of which visit not only Yerevan, but also marzes of Armenia, promoting, at the same time, proportional and territorial development that has a high cost and is for the whole year.
48. The three principles of selection of target markets are as follows:
- (1) accessibility and affordability, compliance of the offer and the market;
 - (2) high profitability;
 - (3) seasonality and proportional territorial distribution (Table 3).

Table 3

Target markets and the principles of their selection

Market	Accessibility and affordability, compliance of the offer and the market	High profitability	Seasonality and proportional territorial distribution
Russia	Very close (flight duration: over 2 hours, accessibility via overland road), high recognisability of culture and winter sites of Armenia, great opportunity to visit relatives and friends.	Average level of expenditure per person, but in large volume. There is an opportunity to offer high-class rest packages.	They travel all year long, and during the passive season wellness tours, ski tours and tours of cultural heritage may be offered.
Georgia	Bordering market, overland access for favourable in Yerevan for urban leisure, and	Expenditures are low, but the rate of repeat visits is high. Theme-based	Visits on short-term rest days and holidays throughout the year: it is

Market	Accessibility and affordability, compliance of the offer and the market	High profitability	Seasonality and proportional territorial distribution
	in bordering territories — for wine or culture routes offers.	package tours can increase profit.	possible to direct visitors to nearby marzes, spreading benefits beyond the capital.
Iran	Overland and air communication. Great interest in summer vacation, purchases and religious-cultural sites.	Average expenditure level. Growth potential for family and wellness packages.	Visits activity: March, May-September: Target winter festivals and skiing offers can extend the season and direct visits to the marzes.
Gulf countries	Up to 3-hour direct flights (FlyDubai, Emirates, Wizz Air Abu Dhabi). Great interest in high-class adventure tourism and gastro tourism, as well as in cool summers.	Expenditure level: high. They prefer luxurious hotels, personal guides and unique experiences.	They mainly travel in June-August. Routes in the marzes may equally distribute benefits in the communities.
Western Europe	New direct flights, great interest in UNESCO's Tangible and Intangible Cultural Heritage, walking tours, wine heritage.	They have high incomes. Visit duration: relatively long. They prefer packages that feature experiences.	They prefer the spring and autumn seasons, activating the seasonal transition period. They are interested in walking pathways in villages, wine valleys and guest houses, decentralising the flows of tourists from Yerevan to the marzes.
Armenian Diaspora (including from the USA)	Emotional, blood ties. 35% of tourists are of Armenian origin.	Long-term visits (about 20 nights), but daily expenditures are low. Tours in historical-cultural sites and participation in master classes may increase expenditures.	Visits are mainly concentrated in the summer and on holidays. Theme-based routes and marz family receptions may spread the flow of visits to rural communities all year long.
Asian countries (China, India)	New direct flights, great interest in cultural heritage, nature, sightseeing, as well as purchases.	Expense level: higher than average. They prefer to travel with packages.	They travel all year long. Cultural and gastro heritage tours can be offered during the passive season.

VIII. STRATEGIC PRIORITIES AND GOALS

49. Based on the key issues in the tourism sector and the directions with potential for development, the Strategic Programme sets aside the following priorities:

- (1) to turn Armenia into a high-cost, year-long boutique tourism country by 2030;
- (2) to raise international tourists' annual expenditures to USD 3.8 billion, by increasing the product of 2024 by nearly two times through the sustainable economic, social, cultural and ecological development;
- (3) to empower communities, by reducing poverty, promoting equal territorial development;
- (4) to ensure high-quality services;
- (5) to increase the international competitiveness of Armenia.

50. The following impact indicators are envisaged as a result of implementation of the Strategic Plan (Table 4):

Table 4

Expected outcomes in 2030

Indicator	Starting point: 2024	Target: 2030	Rationale
International tourist visits	2,2 million	3 million	It will be possible to ensure the target indicator based on forecasts and as a result of diversification of markets through the development of branding, accessibility and tourism product.
Average daily	USD 83,7 ¹²	At least USD 105	It is possible to ensure the target

¹²<https://www.armstat.am/am/?nid=203>

According to the data of the "Balance of Payments (Annual) of the Republic of Armenia" released by the Statistical Committee of the Republic of Armenia, the "Credit" of the "Travel" Item constitutes nearly USD 2,5 billion in 2024. It should be mentioned that the export (credit) part of the "Travel" Item includes the indicator of total volume of services provided by resident units of Armenia to tourists and

Indicator	Starting point: 2024	Target: 2030	Rationale
expenditure			indicator through the diversification of cultural, experimental and high-class offers, in line with the positioning of the boutique direction.
Average (median) duration of stay	10 nights	12 nights	The target indicator will be ensured through the diversification of regional tour itinerary and tourism programmes and improved services.
Share of organised tourism	5 %	6%	The target indicator will be ensured through programmes aimed at supporting group trips, adapted routes and capacity-building.
Individual tourists generating high revenues	Approximately 670,000	1 million tourists	The indicator will be ensured by targeting active digital travellers seeking experiences, through selected offers, boutique accommodations and improved logistics.

51. **Tourism expenditures:** In many countries around the world, calculation of state budgets for tourism development is carried out per visitor, combined with the strategic pretensions of the particular country. Indicators show that the expenditures made per tourist by the state bodies developing and implementing the policy in the tourism sector significantly differ from each other. For instance, New Zealand allocates approximately \$32.94 per tourist, while Georgia and Estonia allocate \$5.88 and \$5.71, respectively (Table 5).

non-resident units located in Armenia for less than 24 hours. As a result of analysis of the indicated data and the data of the EBMI system of the Republic of Armenia, it was calculated that the average expenditure of 1 tourist constitutes nearly USD 837. The indicated number exceeds the expenditure registered after a study in 2023 by nearly USD 60. While setting the target indicators of tourist expenditures for 2030, the data of the balance of payments in 2024 were taken as a basis.

Table 5

Tourist expenditures by countries (data of 2023-2024)

Country	Annual budget for tourism development/USD	for Visits	Budget per tourist/USD
Georgia	Approximately million	30	Approximately 5,1 million
Estonia	Approximately million	20	Approximately 3,5 million
Slovenia	Approximately million	25	Approximately 6,6 million
Azerbaijan	Approximately million	36	Approximately 2,6 million
Armenia	Approximately million	3,9	Approximately 2,2 million

52. The budget envisaged for the “Support for Tourism Development” Programme for the year 2025 is lower — approximately USD 2,1 million (AMD 800 million). As a result, if, in 2025, tourist visits are equal or close to the indicator of the previous year, the state budget expenditure will constitute USD 0, 9 per tourist.
53. Based on the logic of the calculation of expenditures per one tourist, the following marketing budget is forecast for 2026-2030 under the Strategic Plan for recovery of tourism in Armenia (Table 6):

Table 6

Forecast of marketing budget aimed at recovery of tourism in Armenia (2026-2030)

Year	Budget forecast /USD	Expected number of visits	Budget per tourist/USD	Main direction for recovery
2026	3,8 million	2,2 million	1,7	Stabilisation of markets
2027	5,1 million	2,3 million	2,1	Expansion of markets
2028	6,4 million	2,4 million	2,7	Expansion and diversification of market

Year	Budget /USD	forecast	Expected number of visits	Budget per tourist/USD	Main direction for recovery
2029	7,7 million		2,7 million	2,8	Growth development
2030	8,9 million		3 million	2,9	Sustainable development
Total	32 million		12,3 million	4,2 on average	

54. To achieve the vision, the Strategic Plan lays down the objectives in the following four directions:

- (1) Economic direction: The aim of the Strategic Plan is to use the economic potential of tourism in full, foster economic progress through reforms in the tourism sector by helping a larger number of persons and communities to gain benefits from the developments of the sector.
- (2) International attraction direction: The aim of the Strategic Plan is to improve the image of Armenia as an attractive tourist country in the global market, make Armenia and the Armenian tourist product recognisable with its reception, hospitality, safety and reliability by continuously and creatively presenting to visitors and international partners the tourist attractions and opportunities through specific and interesting packages.
- (3) Quality assurance direction: The aim of the Strategic Plan is to improve tourism services and make Armenia more attractive, hospitable, competitive and inspiring as a tourist country through improved and high-quality tourist offers. Armenia needs to aspire to continuously offer exclusive experiences that will stay in the memories of guests who will not only want to return, but will also recommend their friends to visit as well.
- (4) Social direction: Achievements can be made in the tourism sector, if the sector is replenished with necessary skills and motivated people. The strategic goal is to establish a constant tourism sector, ensure a high level of services, development of the workforce, promote tourism-related

professions and strengthen resistance to future risks by making the tourism sector attractive and competitive from the perspective of professional growth and the ensuring of employment in the labour market.

55. The goals of the Strategic Plan include private goals and actions:

- (1) Use the economic potential of tourism in full, promote economic progress through reforms in the tourism sector by helping a larger number of persons and communities to gain benefits from the developments of the sector.
 - a. Promote proportional territorial development for the purpose of increasing the standard of living of residents, overcoming poverty and creating employment opportunities through the decentralisation of tourism and the distribution of resources. Empower the management system, set up tourist centres (cluster) and tourist villages, ensure the smooth operation of destination marketing organisations (DMO).
 - b. Ensure the strengthening of co-operation between tourism and other sectors (agriculture, healthcare, technologies, etc.) in order to ensure the development of other sectors and promote local products and services through tourism.
 - c. Promote the formation of a supportive business and entrepreneurial environment in the tourism sector, by ensuring the best possible conditions for starting a business, carrying out activities and growing.
 - d. Engage investments, including foreign investments, fostering the creation or growth of business through the engagement of necessary financial resources in the tourism sector.
 - e. Ensure the sustainability of tourism entities offering organised tour packages and their growth in the target markets.

- (2) Improve the image of Armenia as an attractive tourist country in the global market, make Armenia and the Armenian tourist product recognisable with its reception, hospitality, safety and reliability by continuously and creatively presenting to visitors and international partners the tourist attractions and opportunities through specific and interesting packages.
 - a. Position Armenia as a boutique destination, by enhancing the “Armenia: The Hidden Track” tourism brand, which places emphasis on the unique combination of cultural heritage, nature and uniqueness, and promote it through comprehensive international marketing campaigns directed at target markets with potential.
 - b. Strengthen and revitalise the visibility and attractiveness of Armenia in the existing and developing international markets by applying Market Penetration and Market Development strategies. Diversify markets by reducing dependence from one market.
 - c. Promote domestic tourism by using the opportunities shaped after the coronavirus pandemic.
 - d. Engage the Armenian Diaspora as ambassadors and defenders of tourism.
 - e. Promote international co-operation, regional tourism collaborations.
- (3) Improve tourism services and make Armenia more attractive, hospitable, competitive and inspiring as a tourist country through improved and high-quality tourist offers. Armenia needs to aspire to continuously offer exclusive experiences that will stay in the memories of guests who will not only want to return, but will also recommend their friends to visit as well.
 - a. Diversify and develop unique, experimental tourism product for the whole year (preparing tour packages based on the existing product), by presenting the existing potential of cultural, gastronomical and adventure tourism destinations of Armenia, fostering the reduction of

seasonality and the promotion of responsible and ongoing visits during the year.

- b. Improve the quality, infrastructures and digital opportunities of tourism services. Invest efforts and resources for the modernisation of tourism infrastructures, improvement of services and digitisation of the sector in order to meet the demands of modern travellers.
 - c. Promote the principles of responsible tourism and sustainable tourism by focusing on the informed use of nature protection and cultural values, not causing harm to the latter by ensuring social development and benefits for communities and visitors.
 - d. Establish regular trading opportunities at cultural and historical monuments of Armenia or their adjacent areas, enhancing profitable and sustainable economic activities in the cultural heritage sites of Armenia in order to increase the number of visitors, ensure funding for preservation and deepen public awareness about the value of those sites.
 - e. Position Armenia as a country that offers high-quality tourist service by helping Armenia become recognised as a country that offers high-quality tourist services and promote the institutional development of the tourism sector by ensuring co-ordinated and long-term growth.
- (4) Establish a constant tourism sector, ensure high level of services, development of the workforce, promote tourism-related professions and strengthen resistance to future risks, turning the tourism sector into a desired working environment.
- a. Develop human capital through international co-operation for target vocational education and the introduction of qualification systems that meet international standards. Foster the development of professional skills by ensuring preparedness of workers in the sector, engagement

of international practice and introduction of high standards of qualification.

- b. Strengthen safety, flexibility and preparedness for risk management through comprehensive crisis management, infrastructures adapted to climate change and systems for protection of tourists.
- c. Promote inclusiveness and diversity in the tourism sector both at the level of employment and offered services, ensuring access and the involvement of women, youth, the elderly and persons with disabilities.

IX. ACCOUNTABILITY, MONITORING AND EVALUATION OF IMPLEMENTATION OF THE STRATEGIC PLAN AND ITS IMPLEMENTATION ACTION PLAN

- 56. The Strategic Plan and the measures envisaged under the Action Plan ensuring its Implementation shall be carried out through the complementary and co-ordinated activities of the Tourism Committee and the co-executing bodies prescribed by the Action Plan.
- 57. Effectiveness of implementation of the Strategic Plan and its Implementation Action Plan will be ensured through monitoring, evaluation and the ensuring of accountability on the part of the Tourism Committee. Moreover, starting from 2027, the Tourism Committee will be gathering information on implementation of the measures envisaged by the Strategy and the Action Plan ensuring its Implementation annually before 20 February. The data gathered by the Tourism Committee shall be summed up, and the report developed based on the summed up data shall be presented to the Office of the Prime Minister of the Republic of Armenia annually — by the last ten days of the first quarter.
- 58. Accountability of the Strategic Plan and its Implementation Action Plan shall be carried out in accordance with the provisions of the “Methodical Instruction for the Development, Submission of and Implementation of Supervision over

Strategic Documents with Impact on State Revenues and Expenditures” approved by Decision of the Prime Minister of the RA No 1508-L of 30 December 2021.

59. Where appropriate, special frameworks for individual interventions (i.e. inter-agency council chaired by the Deputy Prime Minister, project council, plans, evaluations) may be created, if the solution to the problems existing in related sectors is beyond the scope of the powers of the Tourism Committee, but their impact in the tourism sector is clear, or there are significant scales or complexity (i.e. large infrastructure projects). Monitoring and evaluation of the Strategic Plan may generally be divided into two elements:
- (1) Implementation — the extent to which the Strategic Plan managed to ensure the envisaged actions according to the projected time limits, invested resources and quality standards;
 - (2) Impact — the extent to which the Strategic Plan led to the envisaged benefits (end-results or targets).

X. FUNDS FOR IMPLEMENTATION OF THE STRATEGIC PLAN AND ITS IMPLEMENTATION ACTION PLAN

60. Funding ensuring investment in the Strategic Plan is expected from the following sources:
- (1) the State Budget of the Republic of Armenia;
 - (2) funding from international financial institutions and development partners;
 - (3) other financial sources not prohibited by law of the Republic of Armenia.
61. Funding for the Strategic Plan and the actions planned according to the Action Plan ensuring its Implementation, with respect to the evaluated part, constituted nearly AMD 65 billion.

XI. RISKS OF IMPLEMENTATION OF THE STRATEGIC PLAN AND ITS IMPLEMENTATION ACTION PLAN

62. The following risks are possible during effective implementation of the Strategic Plan and its Action Plan (Table 7):

Table 7

Potential risks during effective implementation
of the Strategic Plan and its Action Plan

Risk	Probability			Impact			Management
	High	Medium	Low	High	Medium	Low	
Dependence from one market	V			V			Diversification of target markets of interest from the perspective of tourism, ensuring access to the markets concerned, as well as active marketing activities
Changes in the obligations assumed by the Government and priorities		V		V			Implementation of periodic review of strategic priorities
Issues with the co-ordination of inter-agency tasks or changes in the state policies in other sectors, as a result of which the bodies co-ordinating the sectors will not be able to implement the measures and actions envisaged by the Strategic Plan and its Implementation Action Plan		V		V			Setting up inter-agency working groups, ensuring effective dialogue and maximum participation in reforms
Insufficient capacities of the body developing and implementing the state policy in the tourism sector for effective implementation of the Strategic Plan	V			V			Empowering the workforce of the state body, setting up inter-agency working groups and partially outsourcing the implementation of the actions for the purpose of realisation of the Strategy

Risk	Probability		Impact		Management
Realities conditioned by the geopolitical situation, mandatory implementation of health measures and other factors (force-majeure situations), the prediction, prevention or elimination whereof is beyond the scope of the functions and powers of the responsible or co-executing public administration bodies and is not feasible		V		V	Implementation of periodic review of strategic priorities
Lack of funds obstructing implementation of the measures or provision of insufficient funds		V		V	Maximum diversification of financial sources and mechanisms
Issues related to budgeting for the measures envisaged by the Strategic Plan and its Implementation Action Plan	V			V	Applying a flexible mechanism for periodic redistributions
Changes among decision-makers within the body developing and implementing the state policy in the tourism sector		V		V	Developing and implementing specific regulations for knowledge management, ensuring institutional “memory”, as well as transferring ongoing tasks to the legal successor in case of change of position
Public resistance to the reforms envisaged by the Law “On tourism” and the Strategic Plan		V		V	Active and targeted public awareness, revitalisation of the public-private partnership, making fact-based decisions, taking into account the impact of changes
Inflation		V		V	Encouraging a flexible pricing policy for engaging different markets. Diversifying target markets that are of interest from the perspective of tourism. Promoting local supply chains — reducing dependence on imports. System of monitoring inflation indicators and possibility for strategic adjustments.
Shifts/depreciation of currency exchange rate		V		V	Diversifying target markets that are of interest from the perspective of tourism. Promoting local supply chains — reducing dependence on imports. Considering multi-currency opportunities for payments in the tourism sector.

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

2.1	<p>Promote, through decentralisation of tourism and distribution of resources, proportional territorial development for increasing the living standard of residents, overcoming poverty and creating employment opportunities. Empower the management system, set up tourist destinations (cluster) and tourist villages, ensure the smooth functioning of tourist destination management organisations (DMO).</p>											
2.1.1	<p>Declaration of settlements, administrative districts or administrative and territorial units containing significant tourism resources, as well as their combination, including Areni, Dilijan, Dvin, Gyumri, Jermuk, Goris, Yeghegis, as tourist destination (cluster)</p>	<p>Identify the regional/community-related characteristics and resources of settlements or the combination of settlements, ensure branding of tourist destinations (clusters) Ensure mapping of tourism potential of marzes, with availability of a register of tourism resources Develop a roadmap, a climate-resistant and disaster-resistant master plan and zoning plan for every tourist destination (cluster), in accordance with the national, regional and local development plans Develop a management plan for every tourist destination (cluster), with the involvement and participation of interested parties Carry out public awareness campaigns and citizen engagement activities Ensure the activities for establishing destination management organisations and organising proper activities thereof Ensure active cooperation with the private sector Organise a competition for the selection of a destination management organisation (DMO) for one marz or local tourist destination from among the qualified destination management organisations</p>	<p>Tourism Committee of the Ministry of Economy of the Republic of Armenia</p>	<p>Ministry of Territorial Administration and Infrastructure of the Republic of Armenia Ministry of Environment of the Republic of Armenia Ministry of Education, Science, Culture and Sport of the Republic of Armenia Staffs of marzpets of the Republic of Armenia Local self-government bodies (upon consent)</p>	<p>2026-2030 Until the second ten-day period of December of each year</p>							
2.1.2	<p>Declaring tourist villages, guided by the criteria aimed at promoting the local culture, nature and intangible heritage</p>	<p>Develop a management plan for each tourist village, with the involvement and participation of interested parties Develop support mechanisms for tourist villages Develop promotional materials for every village, guided by the local characteristics and offers</p>			<p>2026-2030 Until the second ten-day period of December of each year</p>	200,000.0	300,000.0	300,000.0	300,000.0	300,000.0	1,400,000.0	State Budget of the Republic of Armenia, credit funds
2.1.3	<p>Improving tourism infrastructures</p>	<p>Improve roads for the purpose of filling in the gaps of access to tourist attraction sites Place signs, marks, information panels on roads Carry out activities aimed at creating facilities designed for the provision of services to tourists Build or restore museums, tourist attraction sites fostering local economic development Develop a schedule for the implementation of activities aimed at improving infrastructures, coordinating it with local self-government bodies Establish relevant management systems in order to ensure sustainable and long-term operation of infrastructures</p>	<p>Tourism Committee of the Ministry of Economy of the Republic of Armenia</p>	<p>Ministry of Territorial Administration and Infrastructure of the Republic of Armenia Ministry of Education, Science, Culture and Sport of the Republic of Armenia Staffs of marzpets of the Republic of Armenia Local self-government bodies (upon consent)</p>	<p>2026-2030 Until the second ten-day period of December of each year</p>							

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

2.2	Ensure the strengthening of co-operation between tourism and other sectors (agriculture, healthcare, technologies, etc.) for the purpose of ensuring the development of other sectors and promote local products and services through tourism.											
####	Ensuring cross-sectoral integration	<p>Ensure development of specialised tour packages, by incorporating the features of local agriculture, medical, wellness and innovative technologies</p> <p>Facilitate the establishment of co-operation between persons providing tourism services and local manufacturers — ensure the creation of business co-operation platforms in order to establish the connection between persons providing tourism services and local suppliers</p> <p>Introduce a system of certificates for use of local products for persons providing hotel and catering services</p> <p>Ensure active inter-agency co-operation, including in the tourism, environmental, cultural and infrastructure development sectors</p> <p>Introduce an economic assessment toolkit for measuring and analysing — in a co-ordinated manner — the added value emerging from the tourism sector and the regional impact.</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia	<p>Ministry of Economy of the Republic of Armenia</p> <p>Ministry of Territorial Administration and Infrastructure of the Republic of Armenia</p> <p>Ministry of Education, Science, Culture and Sport of the Republic of Armenia</p> <p>Staffs of marzpets of the Republic of Armenia</p> <p>Local self-government bodies (upon consent)</p>	<p>2027-2030</p> <p>Until the second ten-day period of December of each year</p>	-	-	-	-	-	-	No financing is required
2.2.2.	Developing routes under the title "Tourism Crossroads" along the borderline with neighbouring countries, based on the principles of sustainable, responsible tourism, connecting cultural, natural monuments, persons providing services and manufacturers, symbolising the establishment and strengthening of peace through nature and common heritage	<p>Carry out joint nature protection campaigns and voluntary Saturday works</p> <p>Ensure the availability of platforms for presenting mapping and tourism resources and sharing stories on-line</p> <p>Present joint offers, develop regional tour packages</p> <p>Develop joint marketing materials and signs in at least three languages</p> <p>Ensure the conduct of symbolic events in borderline settlements</p> <p>Ensure the conduct of experience exchange events for persons providing services and manufacturers of the borderline settlements of the Republic of Armenia and neighbouring countries</p> <p>Ensure the availability of courses devoted to peace and stability for communities</p> <p>Ensure the organising of workshops targeted at capacity-building for tourism management in communities</p> <p>Organise familiarization visits for bloggers, celebrities and journalists</p> <p>Ensure a pilot opening event of the "Crossroads of Tourism", with the participation of the ministers and media representatives of the Republic of Armenia and neighbouring countries</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia	<p>Ministry of Economy of the Republic of Armenia</p> <p>Ministry of Foreign Affairs of the Republic of Armenia</p> <p>Ministry of Territorial Administration and Infrastructure of the Republic of Armenia</p> <p>Ministry of Education, Science, Culture and Sport of the Republic of Armenia</p> <p>Staffs of marzpets of the Republic of Armenia</p> <p>Local self-government bodies (upon consent)</p>	<p>2027-2030</p> <p>Until the second ten-day period of December of each year</p>	-	-	-	-	-	-	No financing is required

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

	Promote the formation of a supportive business and entrepreneurial environment in the tourism sector, by ensuring the best possible conditions for starting a business, carrying out activities and development.											
2.3.1.	Introduce target systems of promotion and support for persons launching activities in the tourism sector and small and medium-sized enterprise entities	Develop support programmes for persons carrying out activities in the tourism sector Ensure availability of consulting services for economic entities at tourist destinations (clusters) Ensure availability of mentorship programmes connecting experienced and novice businessmen of the sector with each other	Tourism Committee of the Ministry of Economy of the Republic of Armenia	Ministry of Economy of the Republic of Armenia	2026-2030 Until the second ten-day period of December of each year							No financing is required
2.4	Engage investments, including foreign investments, to create or develop businesses through the engagement of necessary financial resources in the tourism sector.											
2.4.1	Ensuring co-operation with internationally recognised trademarks	Present the tourism opportunities and favourable investment climate of Armenia to persons providing hotel services which are considered as international brands Ensure presentation of attractiveness of investments in the tourism sector for foreign investors Ensure the conduct of international events to which famous international brands can be invited as partners or sponsors Develop an international PR campaign under the slogan "Armenia: The Tourism Crossroads of the Caucasus" Ensure the entry of international trademarks into Armenia State support to those importing famous international trademarks, including via gratuitous provision of state property	Tourism Committee of the Ministry of Economy of the Republic of Armenia	Ministry of Economy of the Republic of Armenia Ministry of Education, Science, Culture and Sport of the Republic of Armenia Investment Support Centre	2026-2030 Until the second ten-day period of December of each year	-	-	-	-	-	-	No financing is envisaged
2.4.2	Ensuring investor awareness and their access to information	Ensure the availability of a comprehensive platform for investments in tourism Organise regional investment forums for the purpose of discovering the tourism potential and strengthening the public-private partnership	Ministry of Economy of the Republic of Armenia	Tourism Committee of the Ministry of Economy of the Republic of Armenia Ministry of High-Tech Industry of the Republic of Armenia Investment Support Centre	2028-2030 Until the second ten-day period of December of each year	0	0	30,000	10,000	10,000	50,000	State Budget of the Republic of Armenia
2.5	Ensure the sustainability of tourism entities offering organised tour packages and their growth in the target markets.											

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

2.5.1	Developing a relevant policy and ensuring access to markets for organised tourism development	<p>Represent the interests of the private sector, particularly entities of tourism activities during inter-agency discussions</p> <p>Simplify the visa policy for new and attractive markets</p> <p>Develop assistance programmes for persons providing tourism services to enable them to withstand seasonal changes</p> <p>Organise or provide funding for Armenia to be represented under one common pavilion at major tourism exhibitions (at least 5 exhibitions per year, including specialised religious, adventure, wine, archaeological and gastronomical exhibitions)</p> <p>Organise familiarisation visits or assist in the organising of familiarisation visits for foreign journalists, travel bloggers, influencers or other persons associated with the tourism sector</p> <p>Ensure reciprocal familiarisation visits or assist in the organising of reciprocal familiarisation visits in target markets (B2B road shows)</p>		Ministry of Foreign Affairs of the Republic of Armenia	2026-2030 Until the second ten-day period of December of each year							
2.5.2	Improving tourism product and promoting business relations	<p>Develop and publish tour itineraries, as well as national guides for designing and branding tour packages</p> <p>Organise B2B workshops and networking events to connect persons providing tourism services (entities of tourism activities, person providing hotel services, tour guides, etc.)</p> <p>Develop a B2B platform, engaging the private sector</p> <p>Introduce systems for qualification of tourism services in line with international standards</p> <p>Create quality monitoring and improvement systems</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia		2026-2030 Until the second ten-day period of December of each year	200,000.0	300,000.0	400,000.0	500,000.0	600,000.0	2,000,000.0	State Budget of the Republic of Armenia, credit funds
2.5.3	Capacity-building, including in the digital transformation sector	<p>Ensure activities for employees of entities of tourism sector aimed at providing training courses on the application of digital tools</p> <p>Support initiatives aimed at creating e-learning platforms for continuing professional development</p> <p>Ensure representation at international platforms with the help of digital marketing</p>		Ministry of High-Tech Industry of the Republic of Armenia	2026-2030 Until the second ten-day period of December of each year							
3	International attraction direction: Strategic Goal 2. Improving the image of Armenia as an attractive tourism destination in the global market											

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

3.1	Position Armenia as a boutique tourist destination, by enhancing the "Armenia: The Hidden Track" tourism brand, which places emphasis on the unique combination of cultural heritage, nature and uniqueness, and promote it through comprehensive international marketing campaigns targeted at target markets and markets with potential.												
3.1.1	Adopting and implementing the Order of the Minister of Economy of the Republic of Armenia "On approving the national tourism marketing programme under the brand "Armenia: The Hidden Track""	<p>Develop the content for the marketing programme in the tourism sector, guided by the priority of positioning Armenia as a boutique tourist destination</p> <p>Develop criteria for presenting the brand and a monitoring system</p> <p>Create souvenirs reflecting the Armenian identity, presenting them under the brand</p> <p>Carry out processes for targeted presentation of the Armenian tourism product through social media, websites and branded content</p>			2026-2030 Until the second ten-day period of December of each year								
3.1.2	Developing high-class content presenting Armenian heritage — laying the foundation for activities for designing a new brand	<p>Create and promote high-quality media content presenting the history, culture, nature and heritage of Armenia, including:</p> <ul style="list-style-type: none"> - ensure the creation of high-quality videos and digital content presenting the Armenian tourism product; - ensure the creation of media content presenting the history, culture of Armenia and the Armenian people, including films, soap operas and content shaped by influencers <p>Develop a programme for disseminating content on all global platforms in order to ensure high viewership</p> <p>Ensure co-operation with influencers creating content</p> <p>Ensure the availability of support services for media production</p> <p>Promote active Armenian trademarks in the international market</p>		<p>Tourism Committee of the Ministry of Economy of the Republic of Armenia</p> <p>Ministry of Education, Science, Culture and Sport of the Republic of Armenia</p> <p>Ministry of Foreign Affairs of the Republic of Armenia</p>	2026-2030 Until the second ten-day period of December of each year								
3.1.3	Support to the conduct of cultural events, guided by representation of Armenia as a boutique tourist destination	<p>Discover internationally attractive events and assist in their development</p> <p>Create or support the conduct of events presenting the new Armenian tourism product and uniqueness</p> <p>Develop, for international platforms, a plan for promotion of events</p> <p>Strengthen co-operation with cultural institutions and representatives of the culture sector</p> <p>Foster, through digital marketing, the development of cultural tourism itineraries — to map and classify events targeted at cultural diversity and cross-cultural dialogue (concerts, festivals, international and other republican events), promote the popularisation of Armenian culture.</p>			2026-2030 Until the second ten-day period of December of each year								

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

3.1.4	Indirect presentation of Armenia on foreign media platforms, in immersive experiences and on entertaining programmes	<p>Engage international film production companies and those of CIS countries to produce films in Armenia</p> <p>Reach agreements with famous TV shows or show producers of target markets for the production of TV products created by them, including episodes of soap operas in Armenia</p> <p>Promote the advancement of Armenia through internationally recognised sport advertisements or the advertisements of other brands (GoPro, Fisher, Dronne, North Face, Uniqlo, etc.)</p> <p>Enhance co-branding and sponsorship strategies with international brands</p>		<p>Ministry of Education, Science, Culture and Sport of the Republic of Armenia</p> <p>Ministry of Foreign Affairs of the Republic of Armenia</p> <p>Ministry of Finance of the Republic of Armenia</p>	<p>2027-2030</p> <p>Until the second ten-day period of December of each year</p>								
3.2	Strengthen and activate the visibility and attractiveness of Armenia in the existing and developing international markets by applying Market Penetration and Market Development strategies. Diversify markets by reducing dependence from Russian market.												
3.2.1	Strategic development and diversification of target markets, reducing dependency from one market.	<p>Stabilise the markets in Iran, Russia and Georgia, develop the markets in Western Europe, the Gulf countries</p> <p>Targeted engagement: create personal content and an offer for each market</p> <p>Organise familiarisation visits for influencers, journalists and bloggers, by including tours:</p> <ul style="list-style-type: none"> - for journalists from television companies and print media; - for influencers with over 5 million followers on social media (especially on Instagram); - for internationally popular celebrities. 			<p>2026-2030</p> <p>Until the second ten-day period of December of each year</p>								
3.2.2	Managing digital marketing effectively and engaging the audience	<p>Carry out activities for the implementation of search engine optimisation (SEO) and search engine marketing (SEM) strategies for target markets</p> <p>Design digital marketing campaigns, with specific and measurable results</p> <p>Create a performance analytics framework</p> <p>Direct marketing — create a database of the e-mail addresses of target groups, arrange the dissemination of monthly bulletins, including seasonal offers, events and tourist news</p>			<p>2026-2030</p> <p>Until the second ten-day period of December of each year</p>								

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

3.2.3	Carrying out creative campaigns in target markets	<p>Ensure the presentation of the Armenian tourism product or experiences in the pop-up format in busy urban areas of target markets</p> <p>Ensure interactive digital exhibitions showcasing the sights in Armenia on prominent buildings in major cities of target markets</p> <p>Organise "flash-mob" style cultural performances at unexpected places, mixed with Armenian music and dances</p> <p>Design games devoted to "Hidden Armenia" and present them in big cities, envisaging prizes for participants, i.e. an opportunity to travel to Armenia, traditional souvenirs, etc.</p>			2026-2030 Until the second ten-day period of December of each year								
3.2.4	Representation of Armenia in the global media industry	<p>Representation on Premium media platforms. Position Armenia on international tourism and mass media platforms (Travel and Leisure, Conde Nast, INSIDER, INSIDER Travel, PLAYGROUND, ATTN, UNILAD Adventure, etc.)</p> <p>Collaborate with the leading tourism platforms, travel bloggers and media partners (NatGeo, Lonely Planet, etc.)</p> <p>Integrating tourism platforms. Promoting Armenia and the Armenian tourism product on international tourism platforms (Aviasales, Momondo, Skyscanner, Booking.com, Airbnb, Lonely Planet, Kayak.com, Expedia, Viator, etc.)</p> <p>Engage specialised journalists of famous television companies, print and on-line media, tourism shows and television companies</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia		2026-2030 Until the second ten-day period of December of each year								
3.2.5	Creating and disseminating marketing materials	<p>Develop digital and print marketing materials, matched with the requirements of each market</p> <p>Create and stabilise dissemination networks of marketing materials in target markets</p> <p>Develop a mechanism for regular updates of content in order to ensure modernity of marketing materials</p> <p>Create multilingual marketing materials for various cultural and linguistic groups</p> <p>Optimise materials, according to the purpose of dissemination</p>			2026-2030 Until the second ten-day period of December of each year								
3.2.6	Developing direct connections, ensuring accessibility	<p>Collaborate with international airline companies, ensuring the availability of direct flights from target markets</p> <p>Foster the increase in the number of flights from new markets to Armenia</p> <p>Design joint marketing campaigns with airline companies and tour operators</p> <p>Negotiate with airline companies to ensure charter flights during passive tourist season and to introduce mechanisms for appropriate subsidisation</p>		Ministry of Territorial Administration and Infrastructure of the Republic of Armenia Civil Aviation Committee of the Republic of Armenia	2026-2030 Until the second ten-day period of December of each year								State Budget of the Republic of Armenia

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

3.2.7	Co-operation with markets with great potential	Conduct research to discover markets with great potential Develop target strategic approaches for markets with great potential			2026-2030 Until the second ten-day period of December of each year		1,913,000.0	2,383,000.0	2,900,000.0	3,400,000.0	12,081,000.0
3.3	Promote domestic tourism by using the opportunities shaped after the coronavirus pandemic.										
3.3.1	Ensuring the conduct of domestic tourism exhibitions and events	Carry out the campaign titled "Discover Your Homeland!" for journalists, bloggers, well-known celebrities having large audience in Armenia Place seasonal advertisements through panels in Yerevan and other cities of marzes Placing advertisements presenting Armenia and the Armenian tourism product on Armenian on-line platforms Placing advertisements on WiFi networks in Armenia and placing digital panels in public spaces Carrying out advertising campaigns via on-line apps (Yandex, GG, etc.)	Tourism Committee of the Ministry of Economy of the Republic of Armenia		2026-2030 Until the second ten-day period of December of each year						
3.3.2	Increasing attractiveness of leisure services through measures for service and targeted promotion of leisure in the social package	Enhance services for ensuring leisure in the social package designed for domestic tourists Develop relevant strategic approaches for the passive tourist season Establish a system of methodology and assessment for measuring the growth of domestic tourism			2026-2030 Until the second ten-day period of December of each year						
3.4	Engage the Armenian Diaspora as ambassadors and protectors of tourism.										
3.4.1	Carrying out promotional measures targeted at Diaspora of Armenians	Placing advertisements presenting Armenia and the Armenian tourism product on on-line platforms Use the opportunities of national television companies and leisure-informational video clips as a promotional tool Carrying out campaigns on platforms that are accessible for the Diaspora	Tourism Committee of the Ministry of Economy of the Republic of Armenia	Ministry of Foreign Affairs of the Republic of Armenia;	2026-2030 Until the second ten-day period of December of each year						
3.5	Promote international co-operation, regional tourism collaborations.										

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

3.5.1	Strengthening foreign relations in the tourism sector and ensuring co-operation with international and regional organisations	<p>Develop and present proposals for international agreements in the tourism sector, within the scope of co-operation</p> <p>Regular activities with the government agencies of foreign countries responsible for foreign relations in order for them to present Armenia as a secure and safe country for tourism</p> <p>Organising working sessions, forums and conferences in Armenia with tourism representatives within the scope of bilateral collaborations</p> <p>Submitting proposals for accession to international tourism organisations</p> <p>Organising relevant procedures for accession to new international organisations</p> <p>Organising international events in Armenia or ensuring participation of Armenia in the specified events, in co-operation with international and regional organisations</p> <p>Mapping international donor organisations, activating co-operation with donor organisations</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia	Ministry of Foreign Affairs of the Republic of Armenia Office of the High Commissioner for Diaspora Affairs of the Office of the Prime Minister of the Republic of Armenia	2026-2030 Until the second ten-day period of December of each year								
4.	Quality assurance direction: Strategic Goal 3. Improve tourism services												
4.1	Diversify and develop unique, experimental tourism product for the whole year (preparing tour packages based on the existing product), presenting the existing potential of cultural, gastronomical and adventure tourism destinations of Armenia, fostering the reduction of seasonality and the promotion of regular visits during the year.												
4.1.1	Designing new thematic tour itineraries, connecting tourist destinations or tourism villages declared by the Government of the Republic of Armenia	<p>Develop tour itineraries, which will connect tourism villages and tourist destinations to each other</p> <p>Develop informational marks and materials</p> <p>Designing a system for management and maintenance of thematic tour itineraries</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia	Staffs of marzpets of the Republic of Armenia Local self-government bodies (upon consent)	2026-2030 Until the second ten-day period of December of each year								

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

4.1.2	Developing a tourism product for the non-active season, based on the existing infrastructures	<p>Promote wellness and rehabilitative tourism at winter sites</p> <p>Develop year-round religious and pilgrimage itineraries</p> <p>Develop drafts of the Order of the Minister of Economy of the Republic of Armenia on approving programmes for promotion of eco- and rural tourism experiences, with respect to seasonal processes, i.e. grape harvest, ensuring the introduction of an ecological certificate, etc.</p> <p>Ensure the availability of gastro offers during the passive season, i.e. by assisting in the organising of different festivals</p> <p>Develop support mechanisms for cultural institutions, persons operating sites containing tourism resources in winter months and persons providing tourism services in the marzes in winter months</p> <p>Apply thematic campaigns in target markets, i.e. "Winter in Armenia" campaign</p> <p>Co-operate with influencers, media representatives, presenting unique experiences in the winter and spring</p> <p>Ensure the development and promotion of seasonal tour packages, in co-operation with tour operators</p> <p>Develop mechanisms for extension of the season</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia		2026-2030 Until the second ten-day period of December of each year								
4.1.3	<p>Adopting and implementing the joint Order of the Minister of Economy of the Republic of Armenia and the Minister of Health of the Republic of Armenia "On approving the Programme for Development of Medical Tourism"</p> <p>Adopting and implementing the Order of the Minister of Economy of the Republic of Armenia "On approving the MICE Tourism Development Programme"</p>	<p>Analyse the gaps in infrastructures and assess the competitiveness of directions</p> <p>Develop programmes for the promotion of investments</p> <p>Co-operate with international MICE and medical operators</p> <p>Identify services with great potential</p> <p>Introduce systems of quality standards and certification</p> <p>Ensure measures aimed at strengthening the guarantees of life and health for tourists, including by envisaging opportunities for co-operation between medical centres in Armenia and the insurance companies of target countries</p>	<p>Ministry of Health of the Republic of Armenia</p> <p>Tourism Committee of the Ministry of Economy of the Republic of Armenia</p>	<p>Ministry of Economy of the Republic of Armenia</p> <p>Investment Support Center</p>	2026-2030 Until the second ten-day period of December of each year								
4.2	<p>Improve the quality of tourism services, infrastructures and digital opportunities through the introduction of artificial intelligence.</p>												

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

4.2.1	Introducing an electronic register of persons providing tourism services, regulating and improving the activities of persons providing tourism services	<p>Setting requirements and criteria for persons providing tourism services, including for ensuring safe tourism services</p> <p>Developing and approving procedures, requirements for the qualification of persons providing tourism services</p> <p>Introducing a system of qualification of tourism experiences</p> <p>Activating co-operation with associations of persons providing tourism services, including by providing the opportunity to participate in or carry out the qualification process in the tourism sector, and to implement measures for human resource development</p> <p>Reform the quality of tourist passenger transportation, rental services for vehicles, by envisaging relevant legislative amendments for regulating the activities of the persons providing the specified service</p> <p>Carry out legislative reforms, as a result of which the activities of persons providing services to tourists and using apartments and houses daily, will also be regulated</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia		2026-2030 Until the second ten-day period of December of each year	-	-	-	-	-	-	No financing is envisaged
4.2.2	Creating audio-guides (in at least 3 languages) presenting Armenia and the Armenian tourism product at historical-cultural, natural sites and other tourist attractions in the Republic of Armenia	<p>Developing relevant methodical guides, informational materials about tourist attractions in at least three languages;</p> <p>Developing potential options for providing audio-guides at historical-cultural, natural sites and other tourist attractions through the creation of relevant QR codes or apps, in co-operation with interested state bodies.</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia	<p>Ministry of Education, Science, Culture and Sport of the Republic of Armenia</p> <p>Ministry of Environment of the Republic of Armenia</p>	2027-2030 Until the second ten-day period of December of each year	10,000	50,000	50,000	50,000	50,000	210,000	State Budget of the Republic of Armenia
4.2.3	Modernisation of urban and rural infrastructures, taking into consideration the importance of inclusiveness and access to infrastructures	<p>Organise a competition for selecting one regional or local tourist destination management organisation (DMO) from among the qualified organisations managing tourist destinations</p> <p>Preservation, protection and restoration of tourist natural and cultural resources available in every tourism cluster</p> <p>Building or restoring museums, tourist attractions</p> <p>Improving minimum services, providing sanitary facilities, designing, upon necessity, hubs for ensuring the safety of adventure tourists, educational programmes and grant assistance programmes for small and medium-sized enterprises and for gender equality in order to meet the primary needs of tourists</p>										

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

4.2.3. 3	Goris	<p>Renovating the heritage centre, restoring homes and façades, reconstructing historical-cultural sites and protecting the cultural environment</p> <p>Grouping of nearby settlements under a unified brand, with thematic attractions and hiking trails, which connect the historical and natural sights of the marz to each other</p> <p>Shaping tourism results in the areas of cave dwellings</p> <p>Establishing a hiking network</p> <p>Cleaning the riverbed of Vararakn River</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia	<p>Ministry of Territorial Administration and Infrastructure of the Republic of Armenia</p> <p>Ministry of Environment of the Republic of Armenia</p> <p>Ministry of Education, Science, Culture and Sport of the Republic of Armenia</p>	2026-2030 Until the second ten-day period of December of each year	2,800,000	8,100,000	21,500,000	6,700,000	7,000,000	46,100,000	State Budget of the Republic of Armenia, credit funds
4.2.3. 4	Gyumri	<p>Restoration of the market in Gyumri — change of designated purpose of the area, preservation of cultural heritage of the market, creation of new experience and destination for tourists</p> <p>Establishing a craftsmen's school for preserving and revitalising traditional Armenian crafts, paying special attention to the arts and crafts that are characteristic of Gyumri, while promoting innovation and self-sufficient business models</p> <p>Reconstructing and restoring streets adjacent to historical-cultural monuments</p> <p>Fortifying Dashtadem fortress, constructing a museum, experience pavilions</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia	<p>Ministry of Education, Science, Culture and Sport of the Republic of Armenia</p> <p>Ministry of High-Tech Industry of the Republic of Armenia</p> <p>Staffs of marzpets of the Republic of Armenia</p> <p>Local self-government bodies (upon consent)</p>	2026-2030 Until the second ten-day period of December of each year	2,800,000	8,100,000	21,500,000	6,700,000	7,000,000	46,100,000	State Budget of the Republic of Armenia, credit funds
4.2.3. 5	Jermuk	<p>Restoring a drinking hall and adjacent infrastructures</p> <p>Restoring the road and trails leading to the waterfall in Jermuk, constructing a bridge and sidewalks and improving the overall comfort of tourists</p> <p>Capital renovation of the road approaching the ropeway, creating and/or improving the look of adjacent tourism infrastructures, works for improvement of the city park</p> <p>Positioning Jermuk as an international wellness destination, campaigns to present and promote Jermuk in the international market</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia	<p>Ministry of Education, Science, Culture and Sport of the Republic of Armenia</p> <p>Ministry of High-Tech Industry of the Republic of Armenia</p> <p>Staffs of marzpets of the Republic of Armenia</p> <p>Local self-government bodies (upon consent)</p>	2026-2030 Until the second ten-day period of December of each year	2,800,000	8,100,000	21,500,000	6,700,000	7,000,000	46,100,000	State Budget of the Republic of Armenia, credit funds
4.2.3. 6	Yeghegis	<p>Improvement, restoration and maintenance of the infrastructure of roads, pedestrian and tourist value chains</p> <p>Supporting initiatives aimed at promoting cultural events, festivals and exhibitions highlighting the rich heritage and traditions of Armenia</p> <p>Establishing hiking trails</p> <p>Restoring historical-cultural sites and improving adjacent areas</p> <p>Capital renovation of public infrastructure networks at Yeghegis Gorge</p> <p>Shaping tourism experiences and infrastructures in accordance with the potential of villages</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia	<p>Ministry of Education, Science, Culture and Sport of the Republic of Armenia</p> <p>Ministry of High-Tech Industry of the Republic of Armenia</p> <p>Staffs of marzpets of the Republic of Armenia</p> <p>Local self-government bodies (upon consent)</p>	2026-2030 Until the second ten-day period of December of each year	2,800,000	8,100,000	21,500,000	6,700,000	7,000,000	46,100,000	State Budget of the Republic of Armenia, credit funds

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

4.2.3.7	Dvin	<p>Improving tourism infrastructures (entrance infrastructures, internal and priority roads, lighting on streets, furnishing with panels) at the archaeological site of Dvin</p> <p>Constructing the museum building and a destination for archaeologists</p>										
4.2.4	Infrastructures designed for individual passengers	<p>Develop guiding signs and travel maps, with QR codes and audio-guides</p> <p>Improve access to Wifi and mobile Internet at tourist attractions</p> <p>Assist in the operation of hubs adapted for tourists, i.e. tourist information centres, bicycles for rent and other activities</p> <p>Improve the public transportation network, ensuring the suitable and effective movement of travellers and the translation of public transport routes at least in English</p> <p>Improving, decorating the road leading to "Zvartnots" Airport</p> <p>Collaborate with organisations maintaining on-line booking systems, ensuring access to, confidence in and security of services</p> <p>Collaborate with internationally recognised platforms (Airbnb Experiences, GetYourGuide, Culture Trip), which can help to promote the activities of persons providing individual tourism services</p> <p>Carry out SEO campaigns in target countries, in the relevant languages</p> <p>Boost the development of trendy guest houses, eco-lodges and boutique hotels</p> <p>Support hosts in properly admitting individual tourists -digital communication, individualisation, opinions management</p> <p>Ensure co-operation with bloggers, digital and remote workers and celebrities on social platforms from the United Arab Emirates, France, Germany, the United States of America, Great Britain and Germany</p>										
4.3	Promote the principles of responsible tourism and sustainable tourism, focusing on the informed use of nature protection and cultural values, not causing harm to the latter by ensuring social development and benefits for communities and visitors.											
4.1.3	Providing support to those carrying out activities in the tourism sector for the purpose of matching sustainability certificates AND quality criteria	<p>Carry out campaigns, organise training courses and allocate grants, promoting green and sustainable business models</p> <p>Raise the level of awareness by carrying out campaigns for maintaining cleanliness, sorting trash, reducing plastic, as well as introducing eco-labels at tourist destinations.</p>	Tourism Committee of the Ministry of Economy of the Republic of	<p>Ministry of Education, Science, Culture and Sport of the Republic of Armenia</p> <p>Ministry of Labour and Social</p>	2026-2030	Until the second ten-day period of December of each	30,000	30,000	30,000	30,000	30,000	150,000

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

4.3.2	Providing assistance to accessible tourism initiatives, by promoting inclusiveness	Develop accessible and inclusive tourism standards for infrastructures and services	Armenia	Affairs of the Republic of Armenia	year								
4.4	Establish regular trading opportunities at cultural and historical monuments of Armenia or their adjacent areas, enhancing profitable and sustainable economic activities in the cultural heritage sites of Armenia in order to increase the number of visitors, ensure funding for preservation and deepen public awareness about the value of those sites.												
4.1.4	Ensuring the development of profitable concession programmes	<p>Develop and introduce concession programmes or strategic approaches, which will provide destination management organisations (DMO) with the opportunity to have concession management functions, taking as a basis specific criteria for preservation of cultural heritage and visitors' management</p> <p>Establish the scope of operation entitled to concession rights, guided by the requirements for preservation of a site that contains tourism resource</p> <p>Shape a profit redistribution model, according to which, a part of concession fees will be geared towards the programmes for preservation of a site containing tourism resource and development of local communities</p> <p>Launch transparent competition processes for engaging the commercial organisations that are interested in providing tourism services (cafes, gift shops, etc.) next to sites containing tourism resource</p> <p>Ensure the creation of new experiences generating income, including interactive night tours, reproduction of historical scenes or presentations of local oral culture</p> <p>Ensure the development of tour packages that combine the visit to a site containing tourism resource with local food, wine, crafts or cultural events, promoting long-term stay and increase of expenditures of tourists.</p> <p>Provide an opportunity to sell local products in the area or in specially designated zones right next to the area.</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia	<p>Ministry of Territorial Administration and Infrastructure of the Republic of Armenia</p> <p>Ministry of Environment of the Republic of Armenia</p> <p>Staffs of marzpets of the Republic of Armenia</p> <p>Local self-government bodies (upon consent)</p>	2026-2030 Until the second ten-day period of December of each year	90,000	100,000	100,000	130,000	130,000	550,000		State Budget of the Republic of Armenia, credit funds

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

4.4.2	Improving local governance capacities and expanding co-operation	<p>Ensure training for employees of destination management organisations (DMO) devoted to concession management, visitor flow management and sustainable tourism</p> <p>Develop digital monitoring tools in order to assess the number of visits, visitors' satisfaction and the impact on areas</p> <p>Develop investment guides for ensuring sustainable infrastructures</p> <p>Provide technical assistance to local entrepreneurs for presenting and launching business initiatives at sites containing tourism resource</p> <p>Promote public-private partnership</p>											
4.5	Position Armenia as a country that offers high-quality tourism services by helping Armenia become recognised as a country that offers high-quality tourism services and promote the institutional development of the tourism sector by ensuring co-ordinated and long-term growth.												
4.5.1	Introducing a qualification system meeting international standards in the tourism sector	<p>Develop qualification procedures, requirements for persons providing tourism services</p> <p>Introduce a system for qualification of tourism experiences</p> <p>Activate co-operation with associations of persons providing tourism services, including by providing an opportunity to participate in or implement the qualification process in the tourism sector, to carry out measures targeted at human resources development</p> <p>Establish monitoring and oversight mechanisms</p> <p>Introduce sustainable, responsible and "green" criteria, ensuring shaping of proposals for inclusive tourism for persons with limited capabilities</p>	<p>Tourism Committee of the Ministry of Economy</p>	<p>Inspection Bodies' Coordination Bureau of the Office of the Prime Minister of the Republic of Armenia</p> <p>Ministry of Education, Science, Culture and Sport of the Republic of Armenia</p> <p>Ministry of Territorial Administration and Infrastructure of the Republic of Armenia</p> <p>Ministry of Environment of the Republic of Armenia</p> <p>Ministry of Foreign Affairs of the Republic of Armenia</p> <p>Ministry of Finance of the</p>	<p>2026-2030</p> <p>Until the second ten-day</p>								No financing is

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

4.5.2	Ensuring effectiveness of management and oversight through co-operation with interested bodies, such as ministries, inspection bodies, staffs of marzpets and local self-government bodies	Ensure regular activities with state bodies of the Republic of Armenia, according to their powers, aimed at implementation of the actions envisaged by this Action Plan and the functions of the specified state bodies, including event planning, gathering and summarisation of reports, analysis of problems, development and implementation of proposals for the solutions to those problems Reviewing the legal grounds for oversight in the tourism sector	of the Republic of Armenia	Republic of Armenia Ministry of Health of the Republic of Armenia Ministry of Internal Affairs of the Republic of Armenia Ministry of High-Tech Industry of the Republic of Armenia Statistical Committee of the Republic of Armenia Urban Development Committee of the Republic of Armenia Local self-government bodies (upon consent)	period of December of each year							required
5.1	Develop human capital through international co-operation for target vocational education and the introduction of qualification systems that meet international standards. Foster the development of professional skills by ensuring preparedness of workers in the sector, engagement of international practice and introduction of high standards of qualification.											
5.1.1	Empowering the workforce of the Tourism Committee — the body developing and implementing the state policy in the tourism sector	Ensure proper development and implementation of the State Policy on Tourism. Increasing the number of staff positions in the Tourism Committee, taking into consideration the multi-layeredness and volume of functions, with respect to the introduction of an electronic register for persons providing tourism services, the introduction of a new qualification system (the performance of functions for voluntary qualification of tour guides, escorts, tour buses, mandatory and tour information centres of destination management organisations, tourism experiences, hotel facilities), proper conduct of assessment of the activities of persons providing tourism services, activation of international co-operation, implementation of marketing measures, functions geared towards the engagement of investments, effective co-operation of destination management organisations and other functions Ensure ongoing training and improvement of employees of the Tourism Committee	Tourism Committee of the Ministry of Economy of the Republic of Armenia			203,000	237,000	242,000	247,000	252,000	1,181,000	State Budget of the Republic of Armenia

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

5.1.2	Ensure the operation of qualified destination management organisations (DMO) at marz or local level	<p>Develop and introduce effective systems for qualification and selection of destination management organisations, by setting clear functions, financing mechanisms and authorities</p> <p>Develop professional qualification standards and training courses for employees of destination management organisations, in line with the accepted international practice</p> <p>Introduce a system of monitoring and analysis for assessment of effectiveness and ensuring of accountability of destination management organisations</p> <p>Ensure the conduct of training courses for representatives of communities, employees of entities of small and medium-sized enterprises</p> <p>Ensure the advancement of unique tourism product and services through grants or subsidisation</p> <p>Expand the capacities of destination management organisations by promoting the development of sustainable tourism in regions</p> <p>Ensure inter-agency co-operation, particularly in the sectors of tourism, environment, culture and infrastructures</p> <p>Introducing a mechanism for ensuring financial stability of destination management organisations</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia	Ministry of Territorial Administration and Infrastructure of the Republic of Armenia	2026-2030 Until the second ten-day period of December of each year	75,000	76,000	76,000	76000	76000	379,000	State Budget of the Republic of Armenia, credit funds
5.1.3	Ensuring the conduct of specialised training courses, intermediate vocational education programmes, training programmes and awareness-raising campaigns	<p>Develop vocational education programmes in the tourism sector or assist the conduct of those programmes</p> <p>Provide training programmes for development of the workforce</p> <p>Ensure the conduct of specialised training courses for the employees of persons providing tourism services for persons with disabilities</p> <p>Carry out awareness-raising campaigns devoted to career opportunities in the tourism sector and the activation of volunteer activities</p> <p>Ensure capacity-building of local self-government bodies</p> <p>Ensuring training and tourism development programmes in the area of HoReCa in order to fill the gap of skills (including at tourist destinations)</p>	Tourism Committee of the Ministry of Economy of the Republic of Armenia	Staffs of marzpets of the Republic of Armenia Local self-government bodies (upon consent)		50,000	70,000	100,000	120,000	150,000	490,000	State Budget of the Republic of Armenia, credit funds
5.1.4	Ensuring co-operation with international educational institutions for knowledge exchange, development of systems of certification and qualification	<p>Exchange of experience within the scope of educational programmes in the tourism sector at higher education institutions, including international higher education institutions</p> <p>Introducing a system of certification ensuring international qualification</p>		Ministry of Education, Science, Culture and Sport of the Republic of Armenia								

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

* The target monitoring indicators of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia are presented in Table 1 of this Annex

5.2	Strengthen security, flexibility and preparedness for risk management through comprehensive crisis management, infrastructures adapted to climate change and systems for protection of tourists.											
5.2.1	Adoption of the Order of the Minister of Economy of the Republic of Armenia "On approving crisis and risk management programmes in the tourism sector"	Develop risk assessment and management mechanisms in the tourism sector, including a risk assessment programme in tourism, by sorting the risks and setting functions; Develop a risk management action and crisis reaction plan, which may include descriptions of the following actions: - What to do when a tourist is lost; - Emergency communication routes between tourists, guides, interested bodies; - Instructions for tourists during emergency situations (multilingual version); - Evacuation plans in hotels; - Notices for tourists in case of natural disasters; - Preparedness of tour guides in case of danger; Introduce mechanisms for co-operation with state body responsible in the sphere of emergency situations management; Develop a plan for continuation of activities and processes which may include the following information: - Maintenance of contact with customers in case of pandemic or closed borders; - Ensuring of return of customers in case of cancellation of flights; - Continuation of work remotely or with limited resources;	Tourism Committee of the Ministry of Economy of the Republic of Armenia	Ministry of Environment of the Republic of Armenia Ministry of Internal Affairs of the Republic of Armenia Ministry of Labour and Social Affairs of the Republic of Armenia Ministry of Health of the Republic of Armenia	2026-2030 Until the second ten-day period of December of each year							No financing is envisaged
5.2.2	Introducing systems for consumer rights protection in the tourism sector	Develop security standards and guidelines in the tourism sector Develop systems for protection of and support to tourists Develop guides for communication in critical situations			2026-2030 Until the second ten-day period of December of each year							
5.2.3	Developing a guide for improvement of tourism infrastructures adapted to climate change	Conduct climate vulnerability assessment in tourist sites, based on approaches to gathering and analysis of relevant information, climate risks analysis and other methodological approaches, as well as through field studies, interviews, climate risk management and other mechanisms; Develop climate change adaptability guidelines for persons providing tourism services Ensure availability of visitor centres in high-risk zones, with informational, medical and first aid services			2027-2030 Until the second ten-day period of December of each year	0	50,000	50,000	50,000	50,000	200,000	State Budget of the Republic of Armenia
5.3	Promote inclusiveness and diversity in the tourism sector at the level of both employment and offered services, ensuring access and the involvement of women, youth, the elderly and persons with disabilities.											

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

TARGET MONITORING INDICATORS

N/N	STRATEGIC GOALS, PRIVATE GOALS, ACTIONS	INDICATOR	LINK TO OTHER STRATEGIC PLANNING DOCUMENT	LINK TO OTHER INTERNATIONAL COMMITMENTS OF THE CEPA, THE UN SDG	UNIT OF MEASUREMENT	BASELINE DATA (AS OF 2024)	TARGET INDICATORS				
							2026	2027	2028	2029	2030
1	SYSTEMATIC ACTIONS										
1.1	Improving of statistics on tourist visits	Complete statistics on inbound, outbound, domestic tourist visits and one-day visits, according to information regarding border checkpoints, number of stays, gender, age, purpose, expenditure, average duration of visit, citizenship, repeated visits and visitors' satisfaction			Data	30%	35%	45%	60%	80%	100%
1.2	Conducting regular cost-benefit analyses and monitoring marketing effectiveness	Researchs, gathered data, works aimed at developing state policy in the tourism sector			Number of analyses	0	1	1	1	1	1
1.3	Regulation of the current problems in the tourism sector, issues beyond the functions and powers of the body developing the state policy	Inter-agency commission established upon the Decision of the Prime Minister of the Republic of Armenia and at least two sessions per year			Number of sessions	0	2	2	2	2	2
1.4	Adopting the draft Decision of the Prime Minister of the Republic of Armenia "On approving the Action Plan for Improving the Competitiveness of Tourism in Armenia"	Improving the position of Armenia in the Travel and Tourism Development Index			Position	72	≥ 2	≥ 2	≥ 12	≥ 12	≥ 22
2	Economic direction: Strategic Goal 1: Full use of economic potential in tourism										

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

TARGET MONITORING INDICATORS

2.1	Promote, through decentralisation of tourism and distribution of resources, proportional territorial development for increasing the living standard of residents, overcoming poverty and creating employment opportunities. Empower the management system, set up tourist destinations (cluster) and tourist villages, ensure the smooth functioning of tourist destination management organisations (DMO).										
2.1.1	Declaring settlements, administrative districts or administrative and territorial units, as well as their combinations, including Areni, Dilijan, Dvin, Gyumri, Jermuk, Goris, Yeghegis, containing significant tourism resource as tourist destination (cluster)	Number of improved tourist destinations (clusters)			At least piece	0	2	3	2	0	0
2.1.2	Declaring tourism villages, guided by the criteria for promoting the local culture, nature and intangible heritage	Number of improved tourist villages			At least piece	0	1	1	1	1	1
3.1.2	Improving tourism infrastructures	Improved tourist destinations and tourism villages			At least piece	0	3	4	3	1	1
2.2	Ensure the strengthening of co-operation between tourism and other sectors (agriculture, healthcare, technologies, etc.) for the purpose of ensuring the development of other sectors and promote local products and services through tourism.										
2.1.2	Ensuring cross-sectoral integration	Activating co-operation — introducing a system for promoting the use of local products in marzes			Marz	0	0	2	4	6	10

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

TARGET MONITORING INDICATORS

2.2.2	Developing itineraries under the title "Crossroads of Tourism" along the borderline with neighbouring countries, based on the principles of sustainable, responsible tourism, connecting cultural, natural monuments, persons providing services and manufacturers of each other, symbolising the establishment and strengthening of peace through nature and common heritage	Revitalising co-operation — carrying out joint measures			At least piece	0	2	4	5	8	10
2.3	Promote the formation of a supportive business and entrepreneurial environment in the tourism sector, by ensuring the best possible conditions for starting a business, carrying out activities and development.										
2.1.3	Introduce target systems of promotion and support for persons launching activities in the tourism sector and entities of small and medium-sized enterprises	Number of entities of small and medium-sized enterprises carrying out activities in the tourism sector which have received consulting services and support			At least piece	0	10	25	50	80	100
2.4	Engage investments, including foreign investments, to create or develop businesses through the engagement of necessary financial resources in the tourism sector.										
2.4.1	Ensuring co-operation with internationally recognised trademarks	Operation of entities of hotel industry in Armenia which are international brands			Piece	9	1	0	0	1	2
2.4.2	Ensuring the awareness of investors and their access to information	Availability/maintenance of a digital platform presenting public-private partnership programmes			Piece	0	0	0	1	1	1
2.5	Ensure the sustainability of tourism entities offering organised tour packages and their growth in the target markets.										

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

TARGET MONITORING INDICATORS

02/05/2001	Developing a relevant policy and ensuring access to markets for organised tourism development										
2.5.2	Improving tourism product and promoting business relations	Development of organised tourism (growth of the number of package tours)			% in total destinations	5	5	5	5	6	6
2.5.3	Capacity-building, including in the digital transformation sector										
3	International attraction direction: Strategic Goal 2. Improving the image of Armenia as an attractive tourism destination in the global market.										
3.1	Position Armenia as a boutique tourist destination, by enhancing the "Armenia: The Hidden Track" tourism brand, which places emphasis on the unique combination of cultural heritage, nature and uniqueness, and promote it through comprehensive international marketing campaigns targeted at target markets and markets with potential.										
3.1.1	Adopting and implementing the Order of the Minister of Economy of the Republic of Armenia "On approving the national tourism marketing programme under the brand "Armenia: The Hidden Track""										
3.1.2	Developing high-class content presenting Armenian heritage, by laying the foundation for designing a new brand	Inbound tourist visits									
3.1.3	Support to the conduct of cultural events, guided by representation of Armenia as a boutique destination										
					Visit	2,200,000	2,300,000	2,400,000	2,600,000	2,800,000	3,000,000

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

		TARGET MONITORING INDICATORS									
3.1.4	Indirect presentation of Armenia on foreign media platforms, in immersive experiences and on entertaining programmes										
3.2	Strengthen and activate the visibility and attractiveness of Armenia in the existing and developing international markets by applying Market Penetration and Market Development strategies. Diversify markets by reducing dependence from Russian market.										
3.2.1	Strategic development and diversification of target markets, reducing dependency from Russian market										
3.2.2	Managing digital marketing effectively and engaging the audience										
3.2.3	Carrying out creative campaigns in target markets										
3.2.4	Presenting Armenia in the global media field	Expenditure of inbound tourist visits			USD	1,760,000,000	2,001,000,000	2,280,000,000	2,730,000,000	3,220,000,000	3,780,000,000
3.2.5	Creating and disseminating marketing materials										
3.2.6	Developing direct connections, ensuring accessibility										
3.2.7	Co-operation with markets with great potential										
3.3	Promote domestic tourism by using the opportunities shaped after the coronavirus pandemic.										

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

TARGET MONITORING INDICATORS

3.3.1	Ensuring the conduct of domestic tourism exhibitions and events	Domestic tourist visits			Visit	2,836,749	3,120,424	3,432,466	3,775,713	4,153,284	4,568,613
3.3.2	Increasing attractiveness of leisure services through measures for service and targeted promotion of leisure in the social package										
3.4	Engage the Armenian Diaspora as ambassadors and protectors of tourism.										
3.4.1	Carrying out promotional measures targeted at Diaspora of Armenians	Growth of visits of tourists of Armenian origin			% in total visits	35.4	35.5	36	37	38	39
3.5	Promote international co-operation, regional tourism collaborations.										
3.5.1	Strengthening foreign relations in the tourism sector and ensuring co-operation with international and regional organisations	Joint actions within the scope of bilateral co-operation			Piece	10	1	2	2	2	2
4.	Quality assurance direction: Strategic Goal 3. improve tourism services										
4.1	Diversify and develop unique, experimental tourism product for the whole year (preparing tour packages based on the existing product), presenting the existing potential of cultural, gastronomical and adventure tourism destinations of Armenia, fostering the reduction of seasonality and the promotion of regular visits during the year.										
4.1.1	Designing new thematic tour itineraries, connecting tourist destinations or tourism villages — declared by the Government of the Republic of Armenia — to each other	Average extended duration of stay			Day	5	5	5	6	6	6
4.1.2	Developing a tourism product for the non-active season, based on the existing infrastructures	Average daily expenditure of a tourist			USD	51	51	55	60	65	70

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

TARGET MONITORING INDICATORS											
4.1.3	Adopting and implementing the joint Order of the Minister of Economy of the Republic of Armenia and the Minister of Health of the Republic of Armenia "On approving the Programme for Development of Medical Tourism" Adopting and implementing the Order of the Minister of Economy of the Republic of Armenia "On approving the MICE Tourism Development Programme"	Number of individual tourists securing high revenues			Visit	670,000	740,000	840,000	900,000	950,000	1,000,000
4.2	Improve the quality of tourism services, infrastructures and digital opportunities.										
4.2.1	Introducing an electronic register of persons providing tourism services, regulating and improving the activities of persons providing tourism services	Availability of information regarding persons providing tourism services carrying out activities in accordance with the legislation of the Republic of Armenia			Person providing services	0	1000	200	300	400	500
4.2.2	Creating audio-guides (in at least 3 languages) presenting Armenia and the Armenian tourism product at historical-cultural, natural sites and other tourist attractions in the Republic of Armenia	Availability of accurate information about Armenia and the Armenian tourism product			Historical-cultural, natural and other tourist attraction sites	0	0	10	12	13	15
4.2.3	Modernisation of urban and rural infrastructures										
4.2.4	Infrastructures designed for individual passengers	Created or improved public tourism facilities			At least piece	15	5	6	1	2	2
4.3	Promote the principles of responsible tourism and sustainable tourism, focusing on the informed use of nature protection and cultural values, not causing harm to the latter by ensuring social development and benefits for communities and visitors.										
4.3.1	Providing support to persons carrying out activities in the tourism sector in order to meet the criteria of sustainability certificates and quality	Qualified persons providing services who meet international standards			Person providing services	1	250	300	350	400	450

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

		TARGET MONITORING INDICATORS									
4.3.2	Providing assistance to accessible tourism initiatives, promoting inclusiveness										
4.4	Establish regular trading opportunities at cultural and historical monuments of Armenia or their adjacent areas, enhancing profitable and sustainable economic activities in the cultural heritage sites of Armenia in order to increase the number of visitors, ensure funding for preservation and deepen public awareness about the value of those sites.										
4.4.1	Ensuring the development of profitable concession programmes	Activities of qualified destination management organisations			At least piece	0	3	7	10	15	20
4.4.2	Improving local governance capacities and expanding co-operation										
4.5	Position Armenia as a country that offers high-quality tourism services by helping Armenia become recognised as a country that offers high-quality tourism services and promote the institutional development of the tourism sector by ensuring co-ordinated and long-term growth.										
4.1.5	Introducing a qualification system that meets international standards in the tourism sector	Qualified persons providing services who meet international standards									
4.5.2	Ensuring effectiveness of management and oversight through co-operation with interested bodies, such as ministries, inspection bodies, staffs of marzpets and local self-government bodies		Person providing services	1	250	300	350	400	450		

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

TARGET MONITORING INDICATORS

5	Social direction: Strategic Goal 4: Shape a sustainable tourism sector										
5.1	Develop human capital through international co-operation for target vocational education and the introduction of qualification systems that meet international standards. Foster the development of professional skills by ensuring preparedness of workers in the sector, engagement of international practice and introduction of high standards of qualification.										
5.1.1	Empowering the workforce of the Tourism Committee — the body developing and implementing the state policy in the tourism sector	Availability of high-class specialists in the public sector			Person	23	30	30	30	35	35
5.1.2	Ensure the operation of qualified destination management organisations (DMO) at marz or local level	Activities of qualified destination management organisations			At least piece	0	3	7	10	15	20
5.1.3	Ensuring the conduct of specialised training courses, intermediate vocational education programmes, training programmes and awareness-raising campaigns	Number of workers in the tourism sector who have undergone training			Person	70	100	120	150	180	200
5.1.4	Ensuring co-operation with international educational institutions for knowledge exchange, development of systems of certification and qualification	Persons carrying out professional activities in Armenia based on the educational base of the best international higher education institutions			Person	3	3	3	3	5	5
5.2	Strengthen security, flexibility and preparedness for risk management through comprehensive crisis management, infrastructures adapted to climate change and systems for protection of tourists.										

Action Plan of Implementation of the 2026-2030 Strategic Plan for Tourism Development of the Republic of Armenia

TARGET MONITORING INDICATORS

5.2.1	Adoption of the Order of the Minister of Economy of the Republic of Armenia "On approving crisis and risk management programmes in the tourism sector"	Guide for improvement of services			Piece	0	1	0	0	0	0
5.2.2	Ensuring consumers' awareness in the tourism sector	Guide for improvement of services			Piece	0	0	1	0	0	0
5.2.3	Developing a guide for improvement of tourism infrastructures adapted to climate change	Guide for improvement of services			Piece	0	0	0	1	0	0
5.3	Promote inclusiveness and diversity in the tourism sector at the level of both employment and offered services, ensuring access and the involvement of women, youth, the elderly and persons with disabilities.										
5.3.1	Ensuring public awareness campaigns for the involvement of women, youth, the elderly and persons with disabilities in the tourism sector	Persons ensuring involvement — in the provision of inclusive services and training courses — of persons carrying out activities in the tourism sector									
5.3.2	Ensuring educational and training programmes for provision of inclusive and accessible tourism services				Person	0	50	50	50	50	50

Կազմված է քառասուն չորս թերթից:

Comprises forty-four sheets.

