

PPST Annual Progress Report 2008

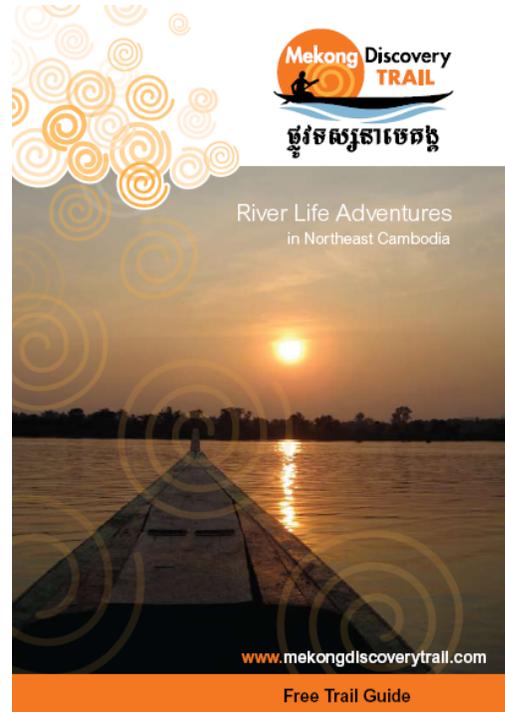
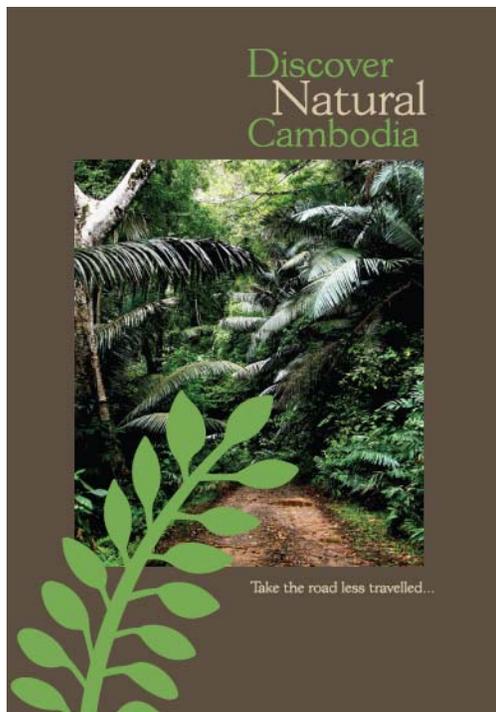


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1.0 Introduction

PPST practice area in Cambodia, aims to address the challenges of pro poor tourism. During the first few years (2006-2008), the emphasis was on the policy framework based on the first MoU with the Ministry of Tourism. During the year 2008, the emphasis shifted towards implementation, commercial viability of destinations, and market access. However, natural and culture based tourism development and participation of rural communities will remain important in PPST interventions in Northeast Cambodia as 95% of the poor in the country live in rural, remote areas.

Fundamental to SNV's approach has been the provision of advisory services for implementing the plans developed in collaboration with the Ministry of Tourism and UNWTO for Kratie and Stung Treng Provinces and with the Cambodia Community Based Ecotourism Network. The strategies have focused on market-oriented development and multi-stakeholder approach.

The following simplified outcome and impact targets were set in the PPST Practice Area Strategy for coordinated efforts with partners and clients in Cambodia 2008-2009:

Outcomes	Impact
<p>Improved Enabling Environment:</p> <ul style="list-style-type: none"> • coordinated and structured approach for reducing poverty through ecotourism development • improved monitoring of ecotourism development • improved decision making at meso level • enhanced linkages between tourism and other sectors 	<ul style="list-style-type: none"> • 2,100 people from poor backgrounds employed directly or indirectly in tourism sector, mainly in NE Cambodia • increased length of stay to 2 nights in the Mekong Discovery Trail region resulting in an estimated 9 % increase in international tourism expenditure
<p>Improved Client Performance:</p> <ul style="list-style-type: none"> • product diversification and improvement • diversified image of Cambodia as a tourist destination • 2 investors committed to development of sustainable accommodation along the trail • 5 tour operators incorporate trail components into their itineraries 	

The controlling attitude and lengthy and time consuming procedures of the Ministry of Tourism (MOT) are the key constraints in achieving better impacts in Cambodia. The provincial tourism departments, who have been the direct beneficiaries of capacity building and tourism destination development programs, on the contrary, have had very positive comments about SNV's and its partners' contributions to reducing poverty through tourism in Northeast Cambodia.

In the future, more emphasis will need to be placed to a) drafting clear and detailed assignment agreements that specify the roles and responsibilities with clients and partners and b) strengthening activities with private sector and local capacity builders.

2.0 Context Analysis

The general elections in Cambodia in July 2008 resulted in delays in activities by three months. This was due to the fact that before the elections public authorities concentrated on campaigns and after the elections waited for official nominations. In case of Ministry of Tourism, the elections had both positive and negative impacts: a) reduced internal conflicts between two different political groupings in the ministry thanks to the current Minister, who represents the ruling party CPP; b) increased bureaucracy as the number of Secretaries and Under Secretaries of State was increased resulting in more steps in the procedures. The new government is also expected to tighten the rules and regulations of NGO operations in the country. This means more controlling attitude, which is already noticeable in case of the Ministry of Tourism.

The border conflicts between Thailand and Cambodia and the general political situation in Thailand, including the Bangkok airport closure, decreased the number of international arrivals in Cambodia in 2008. The international arrival volume reached approximately 2.1 million in 2008. The growth was only around 5 per cent whereas in the past decade Cambodia has witnessed two digit growth numbers. However, Cambodia is still doing better than the Asia and the Pacific Region in general where the growth in international arrivals was around 3 per cent.

In the shorter term, overall prospects – against continuing downward revisions in macro-economic expectations and primary generating markets in recession – look quite gloomy. Long-haul holidays are among the first 'luxury' items to be dropped. But tourism, especially domestic tourism, is more and more emerging as a strong potential contributor to economic recovery. Improved travel facilitation – visa free – with Vietnam is enhancing badly needed regional travel.

Hopefully the 2008 launched marketing campaign 'Kingdom of Wonder' will raise the interest of the potential markets and market segments. The campaign itself is not enough to make an impact. Operational aspects need to be improved – especially the accessibility of the country as a tourist destination and the quality of products.

The year 2008 showed a shift in the interest of development organizations. Earlier only ADB, GTZ, IFC-MPDF and SNV were operating in the tourism sector. Now other bilateral and multilateral agencies, such as the French Development Agency (AFD), Spanish Development Agency (AECID), Norwegian Ministry of Foreign Affairs have shown increased interest in reducing poverty through tourism. While new development partners appeared, IFC-MPDF abolished its direct tourism assistance in 2008. It is now mainly involved in the public-private partnership coordination and collaboration.

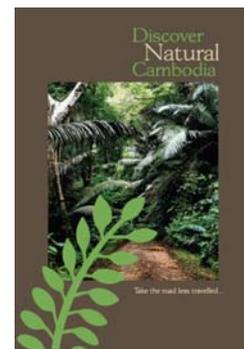
3.0 External Perspective (Primary Process)

3.1 Development Results based on PPST Result Chain

3.1.1 Outcomes

Outcome 1: Improved Institutional Framework to alleviate Poverty through Tourism, especially Ecotourism

- Stakeholder approach followed in the process of developing the Strategic Ecotourism Plan for Cambodia 2009-2020 (policy, strategy and action plan)
- Strategic Ecotourism Plan finalized with MOT in Dec 2008-Jan 2009
- Improved understanding of Cambodia's natural assets and the opportunities they bring in reducing poverty in the rural and remote areas
- 'Discover Natural Cambodia' brochure designed, printed and 2000 copies distributed to MoT, CCBEN, tour operators, and travellers. Baseline survey was conducted about the number of visitors to CBT sites before the distribution. Monitoring of the results (increase in the number of visitors, income) will take place at the end of 2009.
- Executive summary brochure on strategic ecotourism plan drafted and designed. Will be used to engage the stakeholders in the implementation of the plan and raising resources for the poverty alleviation through ecotourism.



Outcome 2: Improved Commercial Viability of Northeast Cambodia as a Tourist Destination

- Mekong Discovery Trail product concept established – trails planned and designed
- Interpretation material designed (trail guide book; posters; trail signage and markers)
- Interpretation guidelines established
- 4 community development plans established
- Ecotourism plan completed
- Baseline for evaluation and monitoring established
- Familiarization tour for tour operators and media conducted
- Website set up – praised by the private sector
- Guidebook launched to the private sector and tourists – impacts of the guidebook will be measured on a periodical basis, first monitoring will take place during the 1st quarter of 2009. However, based on discussions with hotel managers and tourists in Kratie, visitors have extended their length

of stay by one night. This is toward the right direction – increasing the overall tourism pie to release a share to the poor people as well.

- Famtour and the guidebook have gained the interest of the private sector and the Lao PDR Government. Trail was clearly featured and marketed by 12 tour operators at the end of 2008. Additional 6 tour operators are exploring opportunities in the region. Lao National Tourism Authority has expressed an official interest of Southern Lao to join the Mekong Discovery Trail Program, which would further strengthen the destination and distribute the benefits.
- Potential investors are attracted to the destination due to 1) the itineraries developed, 2) base created through the capacity building activities, 3) interest raised by the marketing and promotional activities. The team has identified strong potential investors in hotels/ecolodges and kayaking. If these materialized, they will bring clear impacts in the employment generation.
- Implementation plan for the Phase III of the Mekong Discovery Trail prepared and commenced.
- Capacity building program for the target communities set up in the Mekong Discovery Trail region in close cooperation with MoT, Inholland, RUPP, and SNV. The program outcomes were at three levels: 1) strengthening the capacity of the Tourism Department at RUPP, especially in how to design train-the-trainers courses, materials and manuals and improved the internationalization of the department, 2) students from both universities gained international experience and the skills to become trainers – a skill in demand at the job market in Cambodia, especially among the NGO sector, 3) communities were trained in hospitality skills incl. economic, environmental and social aspects. The manuals are now available in Khmer and can be used to train other communities in Cambodia.
- Quality improvement of the Mekong Discovery Trail product by improving the communication and interaction between tourists and host communities/service providers commenced in Dec 2008.
- Mekong Discovery Trail used as an example by other SNV offices to develop a) the Greater Himalayan Trail and b) tourism in Rwanda



Outcome 3: Quality Standardization of CB(E)T

- Baseline of CBET in Cambodia established under the Eu-Asia funded regional project 'Communities in International Business' by CCBEN with SNV's technical support
- Draft minimum standards for CBET in Cambodia established through stakeholder consultation at the CBT forum conducted in June 2008 - attended by 95 participants representing the government, NGOs, communities, academia, and private sector
- Standards (CBT principles and standards; CBT products and services standards; CBT tour standards; CBT friendly tour operator standards) modified through a Delphi method in Nov/Dec 2008
- Draft indicator check-list prepared for the standards
- Survey and draft report of CATA (Cambodian Association of Travel Agencies) members in regard to their sustainability principles conducted and travel agencies following these principles identified. The report provides a baseline for monitoring the changes in tourism practices among the CATA members.
- Through the above CCBEN has been able to strengthen its linkages with the private sector and has been asked to represent the members and their sites at various international fairs to market CBT sites.
- With the support of the stakeholders, especially civil society and private sector, the developed standards and indicators should become the national guidelines for CBET and ecotourism product development in Cambodia, including the Mekong Discovery Trail region.



CB(E)T in Cambodia



Baseline Report for Eu-Asia Invest Funded Project
April 2008

Outcome 4: Improved capacity of Provincial Tourism Management Committees, DOTs and NGOs in Kratie and Stung Treng Provinces

- Training assessment report for Kratie and Stung Treng completed by RUPP (local capacity builder) with SNV's technical assistance
- Human resource development action plan established for Kratie and Stung Treng

- Training program for the Provincial Tourism Development Committees (PTDC) and Departments of Tourism designed as per the recommendations of the assessment report and action plan
- Training in basic tourism organized in Kratie and Stung Treng in March 2008 (line departments, NGOs, communities, and private sector)
- APPA training for PTDCs and relevant NGOs conducted in August 2008. Now CCBEN is able to arrange APPA training with other NGOs/CBT sites on a commercial basis. With this experience, the CCBEN network is also developing training packages with several modules to support the networks sustainability.
- Study tour with 10 representatives incl. Vice Governors of Kratie and Stung Treng and MOT representative to Malaysia was conducted in October 2008. Based on the lessons learnt during the study trip, provincial authorities are more willing to consult the stakeholders, including the private sector; evaluated several tourism initiatives in their respective provinces; and conducted hospitality training courses targeted to the private sector.
- IT training organized for 15 provincial DOT representatives in July/August 2008 – needed to create the basic understanding about IT before commencing the database development assignment in 2009.
- Training in tourism planning and management for both provinces organized at CCBEN office in Phnom Penh in October 2008.
- Proposal to upscale the project to Rattanakiri and Mondulakiri was completed and approved by AECID. The capacity building program in Rattanakiri and Mondulakiri is based on the model from Kratie and Stung Treng, but takes the lessons learnt into account.
- If these two training programs will be successful, the training can be easily replicated to improve the capacity of provincial tourism development committees in other parts of the country.

Outcome 5: Strengthening CCBEN as a network organization and local capacity builder

- Operational plan for 2009 and management structure completed
- Personal manual for CCBEN completed
- Training plan for CCBEN staff completed and three out of five staff members have already undertaken the training; two staff members will attend the training in Feb-Mar 2009 when the trainings are available
- Performance appraisal reviews completed by mid Jan 2009
- Based on the above and the fact that SNV has assisted CCBEN in several projects and in fund raising, the organization now has a more sustainable base to operate and is being taken more seriously by its members and the private sector.



Outcome 6: Responsible travel operations by tour operators/CATA

- Awareness of responsible travel operations among CATA increased through knowledge brokering activities organized by MAST project in Nepal and Sustainable Tourism Workshop in Laos

Outcome 7: Empowerment of the Poor in Siem Reap

- Poverty and livelihoods assessment incl. target groups of the poor for the project drafted for stakeholder discussion
- Tourism sector assessment on-going
- Pro-poor value chain and pro poor tourism linkages study on-going
- Diagnostic studies and project formulations should be completed in May/June 2009
- Impact of this assignment not yet visible – first the program will develop project proposals to empower the poor in Siem Reap and later after the projects have been implemented the clear employment and income generation impacts will be seen.

Outcome 8: Scoping Study of Linking Small Holder Cash Crops and Tourism/ Wholesale Industry in Phnom Penh and Its Vicinity

- Scoping study completed
- Recommended SNV to commence interventions to improve the coordination and collaboration between suppliers and markets
- If the recommendation is implemented, there is a potential to improve the livelihoods of around 1,250 people in the vicinity of Phnom Penh in the coming five years



3.1.2 Estimated Impacts of the Mekong Discovery Trail Project

Since the actual implementation phase of the Mekong Discovery Trail project commenced in August 2008, the number of impacts as such have not been calculated. However, based on sample interviews with the hotel managers and international visitors in Kratie, it can be stated that

- the guesthouses are promoting the trail and its activities
- the number of international visitors to Koh Trong island has increased considerably which was expected due to the geographical location of the island
- international visitors have already increased their length of stay in Kratie by one more night thanks to the guidebook
- international visitors consider the guidebook as a souvenir that they will take back home and use for promoting the region (word-of-mouth).

Engaging the private sector into the project commenced with the familiarization tour, website and guidebook launch. Currently the trail is featured and marketed by 12 tour operators and additional six are exploring opportunities in the region. One travel agency is considering investments in developing kayaking along the trail.

Major hotels, such as Intercontinental (400 rooms) and 'Almond Chain' (including Almond Hotel, Amanjaya Hotel, Malis Restaurant, Topaz Restaurant, Baitong Restaurant, Cafe Sentiment, K-West Restaurant, Feeling Home Restaurant) in Phnom Penh have a keen interest in promoting the region. These hotels and restaurants cater for international visitors and high end domestic consumers.

The above showcases how important it is to raise the interest of the private sector with something concrete, especially in case of a new destination. The guidebook and link with the Mekong Discovery Trail website are now in demand. The project has been able to raise the attention and interest of the private sector, potential investors and visitors. Now, facilitating action is needed.

The following provides reassessed impacts of the project by 2012. The baseline covered only 4 communities. The below figures are calculated based on assumption that the 4 communities cover 65% of the tourism income of the 9 communities.

MDT communities in 2007 (9 communities).	MDT communities in 2012 (9 communities)	Provincial capitals 2007	Provincial capitals 2012	TOTAL impact in 2012
176 families provide tourism services (3% of all families).	300 families provide tourism services. (For all of these tourism is only one livelihood among others.)	Tourism creates total 1800 jobs (of which 600 direct) in Kratie and total 700 jobs in Stung Treng.	Tourism creates total 2350 jobs in Kratie and total 900 jobs in Stung Treng. (Of the 750 new jobs 400 are due to MDT).	Jobs due to tourism in 2012: 300 families in communities + 3250 jobs in the two provinces. Due to MDT: 130 families in the communities + 400 new jobs in the provinces. (****)
Average tourism income of a family in tourism business is \$167 per year (expenditures not excluded).	Average tourism income is about double compared to the 2007 figure. (Depends on number of families			

	in tourism.)			
Total \$ 30 000 tourism income (expenditures not excluded).	Total tourism income \$120 000, of which \$60 000 profit.	Tourism income in Kratie \$ 3 069 200 and Stung Treng (estimation) \$1 200 000.	MDT brings \$800 000 income for provincial capitals (due to extra nights.)	
3 700 visitors (this is for 4 communities only)	40 000 visitors. * the 4 baseline communities will receive six times more visitors compared to 2007	110 000 visitors.	150 000 visitors.	
Average income 8,00 USD per tourist (expenditures not excluded).	Average income / tourist would be 3,00 USD (expenditures not excluded).	About 43 USD.	Somewhat higher than in 2007.	
700 poor supported.	1200 poor supported. (***)	4500 poor in Kratie and 1800 poor in Stung Treng supported.	5900 poor in Kratie and 2200 poor in Stung Treng (of the additional 1800 poor supported, 1000 due to MDT).	Number of poor potential to benefit from MDT and tourism: 5900 + 2200 + 1200 = 9300 Number of poor benefit from MDT: 1000 + 1200 = 2200. (***)

***Number of poor supported by the MDT in the communities can be counted in various ways. First, number of families in tourism is difficult to estimate, the results 300 is based on assumption that tourism families would earn annually almost double compared to current situation. (At the moment \$167, in 2012 about \$300.) If the estimated total income \$120 000 is divided to more families, average income per family will naturally be less. On the other hand for tourism families tourism is forms only part of a family income (at the moment 15%). The above stated support in 2012 for the 1200 poor assumes that all existing tourism families and all new tourism families (all family members) are supported by the MDT regardless how big proportion of the livelihood tourism covers. This can be justified because average income per family in 2012 is almost double compared to 2007. In the provinces on the other hand the result 1000 is only based on new jobs caused by MDT (and 50% of this multiplied by 5 family members).

**** Number of 'jobs' due to MDT has counted only new jobs and only new families in tourism (no existing ones).

→ In Kratie Master plan it is estimated that 10% of the tourism income would end up for the people with poor background. In the provincial capitals this would mean \$80 000 of the income due to MDT. In the target villages on the other hand \$120 000 income leaves about \$60 000 profit, of which 80% (proportion of the poor) i.e. \$50 000 would go for the poor. On the other hand in the communities purchasing power of a dollar is more than in the capitals. **Therefore it can be concluded that about half of the MDT impacts/support for the poor would happen in the target communities and half in the provincial capitals - even thou the project activities are targeted to the communities.**

→ **The MDT project can result in the target communities annually \$120 000 new income (expenditures not excluded), support 300 families and 1200 poor. In the provincial capitals the project can result annual \$800 000 income, create 400 new jobs and support 1000 poor.** This can be achieved with about one million USD input.

→ The four communities covered by the baseline received 2400 tourists in 2007. The forecasted visitor number for these communities would be 15 000, i.e about 6 times more than at the moment. By field observations and talks with the communities it can be assessed that the 15 000 tourists would not exceed carrying capacity of the communities.

3.2 Cross-cutting Issues (Gender and GfE)

As stated by the former UN Secretary General 'Good governance is perhaps the single most important factor in eradicating poverty and promoting development'.

SNV technical advise to CCBEN has included good governance, based on which the organization has developed transparent operational plan incl. budget, personnel manual, performance appraisal review system, employment policy etc.

With MOT related assignments governance will be highlighted during the year 2009. In 2008, SNV developed administrative and financial guidelines for the Mekong Discovery Trail project, but the two other project partners were not too keen to discuss these in detail. This caused a lot of delays in the operational side of the project. Therefore, it has now been agreed that these will be discussed and agreed upon at the coming tripartite meeting in February 2009.

The SNV leadership training will further support the aims of developing transparency, responsibility, and impact rather than processed oriented working style within the Ministry and its line departments in the provinces. Of course, it is clear that the training will have to be reinforced with practical examples, follow-up mentoring and coaching.

During the year 2008, more emphasis was laid on gender and social inclusion in the assignments that SNV is involved. SNV provided gender and social inclusion assessments for the Mekong Discovery Trail and is preparing one for the 'Empowerment of the Poor in Siem Reap' project proposals.

In the CCBEN implemented capacity building program in Kratie and Stung Treng, 30 % of the participants have been ladies. The training program has also included discussions on the role of various stakeholders and social groups in tourism development.

Hospitality training delivered by RUPP and Inholland paid special attention to the social inclusion. Therefore the share of trainees was as follows: 71 % female; 20 % of elderly (> 40), and 80 % of youth.

3.3 Delivery Channels

3.3.1 Achievements in Knowledge Brokering

PPST practice area did not have any official knowledge brokering assignments. However, a lot of knowledge brokering has taken place with a) new entrants to the sector such as French Development Agency, Spanish Development Agency, UN organizations, local NGOs etc, and b) Royal University of Phnom Penh and INHolland University through the assignment under the Mekong Discovery Trail project.

3.3.2 Achievements in Working with LCBs

Two Cambodian LCBs were engaged in implementing PPST assignments: 1) Royal University of Phnom Penh (RUPP), especially its tourism department and 2) Cambodia Community-based Ecotourism Network (CCBEN).

RUPP: only one assignment has been implemented by RUPP so far. It was satisfactorily completed. RUPP gained international exposure (3 week training/exchange for one teacher in INHolland University in the Netherlands) and learnt how to organize train-the-trainer courses. RUPP is considering including this in their curricula. RUPP students had an opportunity to work with Dutch students. The four target communities in the Mekong Discovery Trail region received training in 'tourism as a business at a grass root level', especially in hospitality training (accommodation and F&B). Therefore capacity has been built at three different levels: LCB, student and community.

CCBEN: the organization has been able to stabilize its financial base and is developing its training department and modules to be sold to its members and outsiders to improve the sustainability of the organization. The work conducted with CCBEN since 2006 is starting to pay off as there is demand for its services from NGOs and private sector.

3.4 Strategic Partnerships

Based on the actor constellation map of PPST in Cambodia (attached for easy reference), there are

- 20 international, regional and national organizations improving and strengthening institutional and policy framework. Key actors include WB/IFC, UNWTO, ADB, UNDP, SNV, MTCO, MOT, CATA;
- 14 organizations concentrating on commercial viability. Key players include IFC/MPDF, ADB, GTZ, UNWTO, CATA, CCBEN;
- 7 organizations improving the access of the poor to the markets. These include ITC, IFC/MPDF, UNDP, CCBEN and GTZ;
- 10 organizations, such as ADB, SNV, CCBEN, GTZ, CDRI focusing on filling the skills gap (capacity building and implementation); and
- the actors at local level include mainly Provincial Tourism Development Committees, NGOs, and educational institutions.

In 2008, the number of actors increased as AECID (Spanish Development Agency) and the French Development Agency have shown considerable interests in reducing poverty through tourism.

Out of the above mentioned organizations, SNV collaborates with

- the Ministry of Tourism, Provincial Tourism Development Committees and Departments of Tourism especially in Kratie and Stung Treng Provinces;
- Cambodian Community-based Ecotourism Network (CCBEN);
- United Nations World Tourism Organization (UNWTO);
- UNDP (Trade SWAP);
- IFC/MPDF; and
- Mekong Tourism Coordinating Office (MTCO).

in order to achieve the set poverty alleviation targets through tourism.

Closer partnerships have been developed with

- UNWTO: based on the corporate level partnership agreement
- Tourism & Leisure consultancy company: based on the contract with them. SNV provides advisory services in tourism sector assessment, poverty and livelihood assessment, pro poor tourism value chain and pro poor tourism linkages assessment, as well as in gender and social inclusion assessment.
- FPSC: based on a tripartite contract between FPSC, CCBEN and SNV. FPSC pays partly the advisory services provided by SNV. SNV provides in-kind contribution by allocating direct advisory days to assist CCBEN to implement the programs in Northeast Cambodia. AECID, the Spanish Development Agency and its NGO arm, is the ultimate donor for the programs.

3.5 Resource Mobilization for PPST

The following table highlights the resource mobilization for SNV and brokering of funds for the clients in PPST sector in Cambodia:

Source of Funds/ Program	Amount to cover SNV's Advisory Services (US\$)	Amount for the Client organization (US\$)	Client Organization
2008			
AECID Capacity building in Kratie and Stung Treng 2008	5,543	63,000	CCBEN
Tourism & Leisure (T&L) Empowerment of the Poor in Siem Reap	27,000	-	T&L
Total	32,543	63,000	
2009			
AECID Capacity building in Kratie and Stung Treng 2009	5,543	31,500	CCBEN
Capacity building in Rattanakiri and Mondulkiri 2009	7,200	132,834	CCBEN
Tourism & Leisure (T&L) Empowerment of the Poor in Siem Reap	66,000	-	T&L
Total	78,743	164,334	

Please note: Eur 1 = US\$ 1.2 used

3.6 Country Agreements

Memoranda of Understanding have been renewed/established with the following organisations in 2008:

- Ministry of Foreign Affairs for the period of 11.8.2008 – 11.8.2011.
- Ministry of Tourism for the period of October 2008 – December 2010. Program objectives include a) improved institutional framework for poverty alleviation through tourism, b) diversification of Cambodia's tourism from Siem reap and Phnom Penh to NE Cambodia by developing the Mekong Discovery Trail(s), c) improved linkages from tourism to other sectors.
- Cambodia Community-based Ecotourism Network for the period of July 2008-December 2010. Program objectives include a) improving CCBEN as a network organization promoting good governance approach among its stakeholders, b) strengthening CCBEN as a local capacity builder on CB(E)T, c) enhancing CCBEN's capacity in project management and implementations, d) developing CCBEN as an umbrella organization for marketing CBT sites supported by CCBEN members within and outside Cambodia.

3.7 Challenges and Attention Areas for 2009

3.7.1 Proposed Outcomes and Outputs for 2009

Stronger emphasis will be laid in engaging the private sector in destination development and improved commercial viability of NE Cambodia in 2009. The program should focus on three major outcome areas:

Outcome 1: Institutional Framework/Multi-stakeholder Approach – recommended SNV budget US\$ 25,000

- support the ecotourism steering group to implement ecotourism strategy (multi-stakeholder coordination and collaboration)
- leadership training for tourism (one at national level; 3 at regional levels) organized by SNV and local capacity building institution
- strengthening the capacity of MOT in ecotourism planning (support bachelor studies for 2009-2010)
- tourism database development in Kratie and Stung Treng to support tourism development in the region
- improved capacity of provincial tourism development committees in Kratie and Stung Treng (completion of the program in 2009)
- Improved capacity of provincial tourism development committees in Rattanakiri and Mondulakiri) in 2009 and 2010
- Institutional strengthening of CCBEN as a network and middleman btw CBT sites and travel trade

Outcome 2: Improved Commercial Viability of NE Cambodia/Destination Development – recommended SNV budget 80,000

- engagement of the private sector in the Mekong Discovery Trail development and marketing

- capacity building and mentoring of local entrepreneurs in the Mekong Discovery Trail region
- hospitality training at the target communities by RUPP/INHolland
- product quality development/improvement of visitor experience through English language and non-verbal communication training at target communities
- improving the quality standards and marketing of CBT tourism products funded by Eu-Asia Invest

Outcome 3: Improved Backward Linkages from Tourism – recommended SNV budget US\$ 15,000

- empowerment of the poor in Siem Reap – strengthening SNV’s position in poverty alleviation through tourism in Cambodia
- backward linkages from tourism to SHCC sector – one pilot from the tourism industry in PP and its vicinity
- gender and social inclusion – impacts of employing women in the tourism sector – internship research with Utrecht University

3.7.2 Challenges to Achieve the Outcomes

Collaboration with MOT: a) controlling attitude – all SNV related activities should go through MOT incl. budget whether programme support or LCB budget, b) limited inputs from MOT towards assignments – on paper inputs are promised but in practice they do not materialized. However, improvements are expected due to the changes that have taken place in MOT. Now the MOT/SNV focal point is the Deputy Director General and under him the Director of Planning Department.

Preliminary agreements have also been made between the SNV Portfolio Coordinator/PPST Sector Leader and the Director General of the Ministry of Tourism about improving the operations of the Mekong Discovery Trail:

- separate the bank account for the project from the MOT financial administration. The project should hire an outside accountant to keep track of the financial transactions.
- link the salary payments of national and international consultants to clear monthly outputs from April 2009 onwards. This should slightly increase the speed of the bureaucratic procedures and deliver tangible outputs.

SNV has also introduced a system to write short, handwritten minutes of the meetings and then get this signed by both parties – SNV and MOT. This should help SNV to record the agreements and also back up SNV.

Project management by T&L: irrespective of recommendations from SNV, the team leader of the ‘Empowerment of the Poor in Siem Reap’ is not on the ground constantly but rather coming and going which is not advisable in the Cambodian context. The Team Leader would like to be more on the ground and is trying to negotiate with T&L.

4.0 Assignment Progress Monitoring Overview

4.1 Assignment Overview

Client name	Sector	Assignment name & number	Short description objective of assignment	Result indicators of assignment	Progress achieved in 2008 ¹	² PPD
MOT	PPST	LA-CAM-PPST-MOT-2008 Assignment 1102450	Improved institutional framework to alleviate poverty through ecotourism	Indicator 1.1: Ecotourism policy and strategy approved by major stakeholders Indicator 1.2: Ecotourism steering group established and action plan agreed Indicator 1.3: Discover Natural Cambodia brochure printed and distributed (2000 copies) to tour operators and travelers to increase awareness of Cambodia's natural resources	<ul style="list-style-type: none"> - MOT/SNV drafted ecotourism policy at the Council of Ministers to be officially approved as a national level policy for ecotourism development in Cambodia; - comparison of ecotourism development visions conducted (report presented at the national level workshop) - national level ecotourism workshop to agree upon the ecotourism development policy, strategy and action plan with 60 participants representing public, private, NGO and academia conducted in Dec 2008 - 'Discover Natural Cambodia' brochure printed and distributed (2000 copies) to MOT, tour operators, and travelers to increase awareness of Cambodia's natural resources - executive summary brochure on ecotourism policy, strategy and action plan drafted and designed; printing will take place in Jan 2009 charged to 2008 budget - PPDs include the time required for renewing the MOU between SNV and MOT. - PPDs include the days of additional consultants – one national and one international. 	Planned 50 Realized 328
MOT and UNWTO	PPST	LA-CAM-PPST-MDTP-UNWTO-2008 Assignment 1102449	Improved commercial viability of NE Cambodia as a tourist destination	Indicator 1.1: Mekong Discovery Trail product concept established Indicator 1.2: Baseline for evaluation and monitoring established Indicator 1.3: Interpretation material designed and published (trail guidebook; posters; trail signage and markers) Indicator 1.4: The Trail featured and marketed by	<ul style="list-style-type: none"> - project team developed 7 itineraries - baseline for evaluating and monitoring the project established (report) - gender and social inclusion report - trail signage design funded by SNV; designed by a consultant contracted by SNV - interpretation materials prepared – SNV provided UNWTO extra funding to contract the interpretation 	Original 130 Planned at MTR 295 Realized

¹ Bolded outputs/activities are additional tasks that were not included in the original work plan for 2008

² Planned and Realized

<i>Client name</i>	<i>Sector</i>	<i>Assignment name & number</i>	<i>Short description objective of assignment</i>	<i>Result indicators of assignment</i>	<i>Progress achieved in 2008¹</i>	<i>² PPD</i>
				<p>25 tour operators by 2010</p> <p>Indicator 1.5: 31,500 international and 120,000 domestic arrivals in the two provinces by 2010</p> <p>Indicator 1.6: ALOS increased to 2.2 nights in Kratie and 1.4 nights in Stung Treng by 2010</p> <p>Indicator 1.7: Volunteer tourism guidelines and standards set up with provincial DoTs and local NGOs in Kratie</p> <p>Indicator 2.8: Capacity building program for the target communities and industry set up in the Mekong Discovery Trail region in close cooperation with MoT, INHolland and RUPP</p>	<p>consultant for the phase II</p> <ul style="list-style-type: none"> - trail is featured and marketed by 12 tour operators at the end of 2008; and additional 6 exploring opportunities in the region - guidebook design and editing reviewed by SNV advisor; printing process overseen by SNV advisor - Mekong Discovery Trail Guidebook launch organized in collaboration with MOT; UNWTO and SNV provided the funds for the launching event – SNV arranged the logistics as far as the venue, private sector and NGOs were concerned and prepared the press release - Distribution strategy for the guidebook prepared by SNV advisor - multimedia DVD training and show arranged and prepared by SNV; DVD will be ready in Jan 2009; show is to be used at international fairs, airport lounges, lectures and presentations given by project partners etc. - 24807 international and 166494 domestic arrivals in Kratie and Stung Treng in 2008 (based on provincial statistics) - ALOS not available in Jan 2009 - Capacity building program for RUPP department of tourism, RUPP and INHolland Students, and target communities conducted in 2008 and completed on 6.1.2009. Positive response from Kratie DoT director – would like these types of activities to continue in 2009. - Quality improvement of the Mekong Discovery Trail product by improving the communication and interaction between tourists and host communities/service providers commenced in Dec 2008 	325
CCBEN	PPST	Operation Plan 2009 and Staff Development	Strengthening CCBEN as a network organization	<p>Indicator 1.1: CCBEN trained to identify and analyze strengths and weaknesses of current action plan and management structure</p> <p>Indicator 1.2: CCBEN is able to identify main strategic activities for 2009 based on the SWOT of strategic directions</p> <p>Indicator 1.3: CCBEN trained to develop its</p>	<ul style="list-style-type: none"> - SWOT analysis completed with the management committee and CCBEN advisors - Operational plan for 2009 and management structure completed - Personal manual for CCBEN completed - Training plan for CCBEN staff completed and three out 5 staff members have already undertaken the 	<p>Planned 20 by SNV</p> <p>Realized 25</p>

<i>Client name</i>	<i>Sector</i>	<i>Assignment name & number</i>	<i>Short description objective of assignment</i>	<i>Result indicators of assignment</i>	<i>Progress achieved in 2008¹</i>	<i>² PPD</i>
				management structure Indicator 1.4: Operation plan for 2009 developed and adopted Indicator 1.5: Each staff will attend one training course which will address the identified strategic weaknesses and the training needs assessment Indicator 1.6: CCBEN will attend an international tourism seminar in Mali, Africa for networking and training purposes Indicator 1.7: Staff performance will be improved	training; two staff members will attend the training in Feb-Mar 2009 when the trainings are available - CCBEN coordinator attended the seminar in Mali; her trip was partly financed by SNV (additional living costs in Mali) - Performance appraisal reviews completed before mid Jan 2009	
CCBEN	PPST	LA-CAM-PPST-FPSC-2008 Assignment 1102449	To build the capacity of the tourism stakeholders, particularly the tourism development committees (TDC) and provincial tourism departments (PTD), in Kratie and Stung Treng.	Indicator 1.1: Training assessment report for Kratie and Stung Treng completed by RUPP with SNV's technical support Indicator 1.2: Training program for the PTDCs and DOTs designed as per the recommendations of the training assessment report Indicator 1.3: Two training sessions conducted with PTDCs and DOTs both in Kratie and Stung Treng (1 st training in basic tourism; 2 nd training in tourism planning and management) Indicator 1.4: One international study tour conducted to Malaysia and lessons learnt implemented in provincial tourism planning Indicator 1.5: APPA training conducted by CCBEN with SNV's technical assistance (targeted to local NGOs and DOT officials in Kratie and Stung Treng) Indicator 1.6: Proposal to upscale/extend the capacity building program to Rattanakiri and Mondulkiri prepared and included into the overall proposal prepared by FPSC to AECID	- training assessment report was completed in April 2008 - training program for the PTDCs designed in April 2008 - training in basic tourism organized in Kratie and Stung Treng in March 2008 - APPA training for PTDCs and relevant NGOs conducted in August 2008 - study tour with 10 representatives incl. Vice Governors of Kratie and Stung Treng and MOT representative to Malaysia was conducted in October 2008. Based on the lessons learnt during the study trip provincial authorities from both provinces visited CBT sites in their own provinces and conducted hospitality training courses targeted to the private sector. - training in tourism planning and management for both provinces organized at CCBEN office in Phnom Penh in October 2008 - proposal to upscale the project to Rattanakiri and Mondulkiri was completed and approved by AECID.	Planned 90 PPDs (of which 10 by regional network advisor) Realized 155
CCBEN	PPST	LA-CAM-PPST-ECEAT-2008 Assignment 1102448	Quality improvement/standardization and marketing of CBT products	Indicator 1.1: Baseline of CBET in Cambodia established Indicator 1.2: Minimum standards for CBET in Cambodia established through stakeholder consultation Indicator 1.3: Survey of CATA members in regard to sustainability principles conducted and travel agents following sustainable tourism principles identified Indicator 1.4: Forum between the private sector and CBET sites organized	- CB(E)T in Cambodia baseline report completed - Draft standards prepared to be discussed at the CBT forum - CBT forum to discuss CBT definition and standards with public, private, NGO, academia representatives conducted in June 2008 - Modification of standards (CBT principles and standards; CBT products and services standards; CBT tour standards; CBT friendly tour operator standards) with a Delphi method conducted in	Planned 60 PPDs by SNV Realized 58

<i>Client</i>	<i>Sector</i>	<i>Assignment name & number</i>	<i>Short description objective of assignment</i>	<i>Result indicators of assignment</i>	<i>Progress achieved in 2008¹</i>	<i>² PPD</i>
					Nov/Dec 2008 - Draft indicator check-list prepared for the standards - Survey and draft report of CATA members in regard to their sustainability principles conducted and TAs following sustainable tourism principles among CATA members identified.	
T&L	PPST	LA-CAM-PPST-T&L Siem Reap	Empowerment of the poor in Siem Reap	Indicator 1.1: Inputs to the inception report and workshop Indicator 1.2: Tourism sector assessment Indicator 1.3: Poverty and livelihood assessment Indicator 1.4: Pro-poor value chain and PPT linkages studies Indicator 1.5: Feedback workshops Indicator 1.6: Monitoring and evaluation, including indicators Indicator 1.7: Overall synthesis report and end of assignment report Indicator 1.8: Gender analysis mainstreamed into all the other scoping and diagnostic studies	- Inception WS and report completed - Provided basic material and information for the livelihood assessment - Report for discussion: Poverty and Livelihoods Assessment incl. target groups of the poor for the EPSR project (task 2.1 in the project road map: mapping poverty in Siem Reap) - Assistance to tourism sector assessment, especially regarding tourist expenditure and market survey - Assistance to pro-poor value chain and PPT linkages, specifically in assessing and analyzing tourism sub-sector chains (30 interviews) - Assistance to the SME team of the project, especially in analyzing factors (success; constraints; opportunities) of pro poor SME initiatives - Work on gender analysis has been postponed due to the fact that already two female candidates for the position have declined to be away from their families for longer periods of time. The search for a Cambodian (female) gender expert continues by SNV. - Provided overall backstopping to the project: advice about the Cambodian context, research reports and materials relevant to the project, draft admin and financial guidelines for the project team. - Realized PPDs exclude the advisory service of a gender expert.	Planned for 2008: 116 Realized 125

4.2 Deviations from the Outcomes stated in the MTR – Outcomes and Inputs dated 15.6.2008

Outcome 2: Volunteer Tourism Guidelines and Standards for the Mekong Discovery Trail Region

- Intended client: MOT – Mekong Discovery Trail Project
- Since the lead SNV advisor was needed for the additional project with T&L, there was no time available to undertake the activity. SNV program support budget (US\$ 2,000) for this activity was used to train MOT staff in preparing multimedia presentations for marketing purposes – case example from the Mekong Discovery Trail region.

Outcome 5: Improved institutional framework for CBT in Cambodia

- Intended client: CCBEN
- The assignment was changed to 'Operation Plan 2009 and Staff Development' where the main objective was to strengthen CCBEN as a network organization. This was needed before assisting CCBEN to apply for new projects with international funding as agreed with IUCN NL.

Outcome 6: LCBs able to conduct training in sustainable tourism and hospitality in order to improve the quality of tourism products and pro poor tourism approach in Cambodia

- Intended clients: RUPP and Mekong Blue/Tonle
- Capacity building program in hospitality training in the Mekong Discovery Trail region was given to INHolland and RUPP after the proposed LCBs (Mekong Blue and Tonle) were assessed. The activity was completed under the Mekong Discovery Trail assignment.
- SNV advisor (in personal capacity and in free time) prepared training material for tourism capacity building. Therefore there was no need to use money to develop additional training material. SNV program support budget (US\$ 2,000) for this activity was used to cover the costs of national level ecotourism workshop/stakeholder consultation in December 2008.

Additional Assignment – Empowerment of the Poor in Siem Reap with Tourism & Leisure

- SNV was subcontracted by T&L to assist them in the project.
- Based on the contract SNV provides a) an international consultant for the poverty and livelihood assessment; b) local VCA and tourism expert – SNV mediator PPST advisor; c) local gender expert (female).
- The assignment is resource mobilization for SNV – advisory days are compensated by T&L.
- Deviation in planned and realized PPDs is due to the fact that the two local gender expert candidates turned down the job due to family reasons. SNV is still looking for a gender expert to commence work with the project.

Additional Tasks that were not included in the MTR - PR and Media related internal assignments

- communication strategy
- PR materials: SNV folders, A4 size pagers on SNV's activities in Cambodia, posters, calendar for the year 2009, new year greeting card
- media relations: press releases for various assignments

4.3 Lessons Learnt in 2008

Partnerships

- focus on partnerships that are of strategic importance – be a hedgehog rather than a fox. In tourism, the private sector is the implementer. Therefore market-based solutions should be found in order to build-up demand driven solutions and requirements. Therefore, partnerships with private sector should be highlighted. Public sector partnerships are important in the institutional framework but in other areas more emphasis should be given to working with the private sector.
- set the goals and rules of the game in the beginning of the partnerships. Strategic vision and indicators how the partners know when milestones have been reached are important. Administrative guidelines for decision making, spending the money, and procedures are as important for partners to act and proceed with implementation.
- encourage transparent actions and include procedures into the administrative guidelines to support the actions. This includes employment policies, which should highlight that majority of the staff should have the experience to fulfil the terms of reference and that payments are linked with outputs and not with man months.
- arrange 'bonding' between the partners and team members to build mutual trust, partnership values and personal rapport. Partners whether international and/or local need to arrange team building events within or outside the working hours.
- include government recommended consultants to projects which are run under the auspices of public authorities. Some of the positions might need to be sacrificed for lobbying purposes.
- arrange full team meeting including personnel and representatives of supporting organizations in the beginning of a joint program/project. Far too often the work plans of donor funded project do not allow the full team to be present on the ground in the beginning of the project. This would be of importance to achieve a common understanding of a) the project and its goals and objectives, b) linkages between various tasks within the team, c) importance of everybody's role within the team.
- demand international partners to fulfil their obligations as agreed in partnership agreements.

Clients

- as indicated in the country strategy, a shift from public authorities to private sector and LCBs is taking place already and this will be intensified in 2009.

Quality of Outputs

- focus on quality of outputs rather than the number of assignments/projects
- currently with 3.5 PPST advisors, the work program is at its limits

Realistic PPDs

- especially the Mekong Discovery Trail has taken much more time than originally planned; this is partly due to the fact that the national consultants selected by MOT are not fully qualified to fulfil their TORs. Therefore the number of PPDs was increased during the MTR to 295.
- if work requires a lot of dealings with public authorities, more time is needed to complete the assignments. Therefore SNV is insisting to have a tripartite meeting on Mekong Discovery Trail project in early Feb 2009 to discuss and

- agree upon 1) the detailed action plan for 2009; 2) detailed roles and responsibilities for each party for the year 2009, and 3) finance and admin guidelines stating the acceptable procedures and timelines for the project implementation.
- MOT assignment: PPDs planned 50 but realized 328. In order to improve the coordination and collaborate with MOT it was decided to employ one junior national consultant to work with SNV for a period of 12.5-31.12.2008 which increased the PPDs. The MOT assignment also includes the days spent on renewing the MOU between SNV and MOT.
 - SNV needs to review the realistic PPDs even with CCBEN and revisions should be made in the agreement accordingly. If the number of SNV PPDs will be increased, this in turn will increase SNV's inputs towards the project.

5.0 Advisory Days and Budget spent per Assignment/Client in 2008

Assignment	Client/ Partner	Advisory Days (include advisors, consultants and LCBs)	SNV Budget Spent (include program support, consultancy and LCB budget) US\$
Institutional framework to alleviate poverty through ecotourism	MOT	328 556% more than originally planned; includes also days required to process the renewal of the MoU	19,132
Improved commercial viability of NE Cambodia as a tourist destination	MOT/UNWTO Mekong Discovery Trail	325 150% more than originally planned	28,177
Strengthening CCBEN as a network organization	CCBEN	20 25% more than originally planned	3,600
Capacity building of stakeholders in Kratie and Stung Treng Provinces	CCBEN/FPSC	155 72% more than originally planned	1,000 plus SNV in-kind contribution
Quality improvement/standardization and marketing of CBE products	CCBEN/ECEAT	58 3% less than originally planned	1,800 plus SNV in-kind contribution
Empowerment of the poor in Siem Reap	T&L	125 8% more than originally planned	- Resource mobilization for SNV
Scoping study of linking smallholder cash crops and tourism sector	SNV – internal study for developing SNV's intervention strategy for the sector	119	US\$ 25,000
Total		1,130	78,709

Based on the above,

- MOT related assignments received 60 % of the total budget and 58 % of the total advisory days (PPDs);
- CCBEN 8 % of the budget and 21% of PPDs;
- T&L 0% of the budget and 11 % of PPDs;
- SNV internal scoping study 32 % of the total budget and 11 % of the total advisory days.
- SNV advisors spent 189.2 days on primary processes per advisor on an average in 2008, which is 126 % higher than the planned days at the mid-term review (150). The average amount per advisor is 150 days per year (varies between junior, medior and senior advisors).

6.0 Assignment Reviews

The following table indicates the scores given by clients and SNV advisors for various assignments.

Output Measurement	MOT-PPST/ ecotourism 2008		MOT – MDT Phase II and III		UNWTO - MDT Phase II and III		CCBEN- Operational Plan		CCBEN- FPSC Kratie and ST		CCBEN- ECEAT	
	MOT	SNV	MOT	SNV	WTO	SNV	CCBEN	SNV	CCBEN	SNV	CCBEN	SNV
Quality of advice		3		3	4	4	4	4	4	4	4	3
SNV approach		3		3	4	4	3	4	3	4	4	4
Learning process of the client		2		2	3	3	4	4	3	3	4	3
Control of Collaboration		3		3	4	4	3	3	4	3	3	3
Relevance		4		4	4	4	4	4	4	4	4	4
Total Score		15		15	19	19	18	19	18	18	19	17

Ratings or scores: 1=poor, 2=almost satisfactory, 3=satisfactory, 4=very satisfactory

Output Measurement	T&L – Empowerment of the Poor in Siem Reap	
	T&L	SNV
Quality of advice		3
SNV approach		3
Learning process of the client		3
Control of collaboration		2
Relevance		4
Total Score		15

Ratings or scores: 1=poor, 2=almost satisfactory, 3=satisfactory, 4=very satisfactory