

Evaluation Report

Strengthening and development of CBET in Stung Treng and Kratie provinces, Northeastern Cambodia



Inter-Green Consults, Co. Ltd

Phone: (+855) 68 456 678

Email: ig.consults@hotmail.com

SUBMITTED TO:

**Fundación Promoción
Social de la Cultura**

Address: #10A, Street 468,
Phnom Penh

Tel: 089 421 855

Email: alberto.fpssc@gmail.com



Acknowledgement

The study team would like to express its sincere thanks for the assistance and support provided by Mr. Alberto Martin, FPSC Coordinator for his provision, support and permission throughout the entire study period. It would have been impossible to complete the study without his full support. On the other hand, his comments are additives to the report and making the improvement on the quality.

Special thanks goes to Mr. L. Santiago Cano Alonso, former FPSC Asia Coordinator, for his time responding to a series of questions and clarification. On the other hand, his comments are a corner toward a clearer and better quality of the report.

Great thanks go to Mr. Prak Thearith, Mlup Baitong Program Manager at Stueng Treng, Mr. Phon Sythat, CRDT Program Manager and his colleague, and Ms Ty Rattana, CCBEN Project Manager, for their full support during the study, including information sharing, field coordination, and direction which would have been hard to achieve without their ideas and contribution.

Thanks go to the Commune Councils, Village Chiefs, Community Organization Chiefs, and Community Organization Members for their invaluable data contributing to the study results.

Executive Summary

“Strengthening and development of CBET in Stung Treng and Kratie provinces, Northeastern Cambodia” project financed by Spanish Agency for International Cooperation and Development (AECID) had been implemented by four different partners: Fundación Promoción Social de la Cultura (FPSC), Mlup Baitong (MB), Cambodian Community Based Ecotourism Network (CCBEN) and Cambodian Rural Development Team (CRDT). The project is to contribute to the eradication of poverty in the North-eastern platform of Cambodia (Stung Treng and Kratie provinces), through the development of a social, economic and environmental sustainable tourism.

The project has three components:

- (i). Capacity Building of Provincial Level Tourism Development Authorities in Sustainable Tourism,
- (ii). Dolphins for Development, and
- (iii). Community based eco-tourism in Preah Rumkel commune, Stung Treng province.

The first component was implemented by CCBEN with technical support from the Netherlands Development Organizations (SNV), while second and third component were implemented by CRDT and MB. FPSC is the coordination body among all of the partners easing any difficulties that might happen during the implementation and taking in charge of overseeing and management for monitoring and support at all stages. It acts as the bridge connecting the implementation toward the donor agency (AECID) and ensuring the process of stakeholder participation.

The evaluation results can be simply concluded about the project hereafter:

In overall, the project has achieved its goal in contributing to tourism development in the provinces. The achievement of the project is a plausible to which at all level have been benefited, especially provincial and community.

All strategies had been considered carefully and alignment had been made prior to the decision. The Spanish Guideline and Cambodia National Strategy are considered in the project. Design and process of project development found to be multi-stakeholders involvement in both project design and implementation. The mechanism of the project found to be amazing which can be a new model of development that should be adopted.

There were several supports provided to DoT and community such as capacity building, physical provision, social awareness, health and sanitation, and environments. There are several of physical provisions such as rainwater tank, biodigester, water pumps, latrine constructions, boats, pillows, community halls, seeds, fingerlings, etc. Beneficiaries are found satisfaction on the provision.

The existing mechanisms have been widely used within the projects including commune councils, village chief and DoT. Communities have been empowered by providing them self management and independent in term of decision making and

financial management. These have brought in a number of good results from the trials. Saving groups are very strong in both provinces, while Koh Pdao is very well management and Preah Rumkel is still under the process of improvement.

The impact of the project is remarkable for community but limited for both DoTs. Economic and livelihood of community have been improved and alternatives have been provided to them. Beside the economic improvement, social, cultural, and environmental found to be better. Awareness and physical provision with technical support have guarded them from damage of environment and health creating less expense and creating more income. Though, DoTs have confirmed on the importance of projects and their usage at some levels for the knowledge which they have learnt, especially CBET concepts.

Viability found with a number of economic groups, especially saving groups. Communities have very strong mechanism and structure to ensure life of the groups even there is no any support from the project implementers. For CBET, it is a challenging task to reach viability. That is due to the attractiveness and present tourists are from the project implementers rather than communities for Koh Pdao and Preah Rumkel is not yet ready to persist with all the issues being happened.

There are some misunderstandings and issues happened in Kratie DoT but the overall satisfaction is high while the satisfaction at Stung Treng DoT found to be at very high satisfaction. A similar issue was happened at Preah Rumkel as well and the issue is a concern for community even there is a solution provided by MB.

The project had provided some invaluable lessons as the following:

- (i). The engagement is at all levels starting from national to local level while technical and administrative are linked causing the project strong.
- (ii). Engaging with a number of partners is very important and it can provide quality testing of each partner and experiences can be shared. Anyway, numbers of partners should be limited.
- (iii). To turn theory into practice, it is very important that the implementation practicing is doing together at the time of learning.
- (iv). Strong coordination is a must in order to deal with a number of institutions which is related to CBET.
- (v). Providing authority to community in term making decision is a powerful approach to achieve viability. It is noticed that concerns can be happened at the early stage but the result will be different and more than expectation.
- (vi). All kinds of livelihood groups should consider saving as a must otherwise success seems to be questionable because of other natural or technical constraints. Saving activity will help to keep the groups active for any condition, location, and time.

A number of recommendations can be provided as the following:

- (i). It is worth to clear all of issues remaining with DoT, especially Kratie DoT related to the problem of facilities, and website which have been provided to DoT to avoid misunderstanding among the staff of DoT with CCBEN. The formal letter, attached by signature document of the recipients, on the facility delivery should be issued to the Ministry and DoT again so that the delivery model seems to be stronger in term of transparency and accountability.
- (ii). All of the existing both strong and weak community groups should be followed up to ensure life of groups or at least act as the center of coordination to support them during time of difficulty.
- (iii). Documentation of the project should be studied and gathered for the sake of CBET experiences in the country.

Table of Content

| | |
|--|-------------------------------------|
| Acknowledgement | ii |
| Executive Summary | iii |
| 1. Introduction | 8 |
| 1.1 Background and objective of the evaluation..... | 8 |
| 1.2 Methodology..... | 2 |
| 1.3 Field assessment schedule..... | 2 |
| 1.4 Condition and limitations..... | 4 |
| 1.5 Evaluation team..... | 4 |
| 2. Findings..... | 5 |
| 2.1 Strategy and Management (Process Perspective)..... | 5 |
| 2.2 Institutional Support and Mechanism (Context Perspective)..... | 7 |
| 2.3 Accomplishment (Objectives Perspective)..... | 9 |
| 2.4 Issues and Challenges | 16 |
| 2.5 Lesson Leant..... | 18 |
| 3. Conclusion and Recommendation..... | 19 |
| 3.1 Conclusion..... | 19 |
| 3.2 Recommendation | 20 |
| Annex 01: Evaluation Tools..... | Error! Bookmark not defined. |
| Annex 02: List of Samples..... | Error! Bookmark not defined. |
| Annex 03: Term of References | Error! Bookmark not defined. |
| Annex 04: Summary of FGD results | Error! Bookmark not defined. |

List of Table

| | |
|--|----|
| Table 1: Samples of the study | 2 |
| Table 2: Assessment schedule..... | 2 |
| Table 3: Evaluation Team..... | 4 |
| Table 4: Overall status of project activities under the three partners | 10 |
| Table 5: Tourists and income for Preah Rumkel in 26 months..... | 12 |
| Table 6: Economic information of SHG in Preah Rumkel..... | 12 |

List of Abbreviation

| | |
|--------|--|
| ADB | Asian Development Bank |
| AECID | Spanish Agency for International Development Cooperation |
| CBET | Community Based Ecotourism |
| CBETMC | Community Based Ecotourism Management Committee |
| CBO | Community Based Organization |
| CC | Commune Council |
| CCBEN | Cambodian Community Based Ecotourism Network |
| CRDT | Cambodian Rural Development Team |
| DoT | Department of Tourism |
| EDG | Economic Development Group |
| FGD | Focus Group Discussion |
| FPSC | Fundación Promoción Social de la Cultura |
| IGC | Inter-Green Consults, Co. Ltd |
| MB | Mlup Baitong |
| MoT | Ministry of Tourism |
| NSDP | National Strategic Development Plan |
| SNV | SNV Netherlands Development Organization |
| VC | Village Chief |

End of Project Evaluation

Strengthening and Development of CBET in Stung Treng and Kratie provinces, Northeastern Cambodia

1. Introduction

1.1 Background and objective of the evaluation

“Strengthening and development of CBET in Stung Treng and Kratie provinces, Northeastern Cambodia” project financed by Spanish Agency for International Cooperation and Development (AECID) had been implemented by four different partners Fundación Promoción Social de la Cultura (FPSC), Mlup Baitong (MB), Cambodian Community Based Ecotourism Network (CCBEN) and Cambodian Rural Development Team (CRDT). The project is to contribute to the eradication of poverty in the North-eastern platform of Cambodia (Stung Treng and Kratie provinces), through the development of a social, economic and environmental sustainable tourism.

The project has three components including (i) Capacity Building of Provincial Level Tourism Development Authorities in Sustainable Tourism, (ii) Dolphins for Development, and (iii) Community based eco-tourism in Preah Rumkel commune, Stung Treng province. The first component was implemented by CCBEN with technical support in partnership with Netherlands Development Organizations (SNV), while second and third component were implemented by CRDT and MB. FPSC is the coordination body among all of the partners easing any difficulties that might happen during the implementation and taking in charge of overseeing and management. It acts as the bridge connecting the implementation toward the donor agency (AECID).

The project timeframe is 1st December 2007 to 31st May 2010 and it is going to conduct the end of project evaluation. Following is an evaluation proposal, which assesses the scope and objectives of work vis-à-vis the objectives of the Terms of Reference (ToR), consultant’s view of the approach to be conducted for the evaluation.

To identify the achievement of the project implementation, the evaluation will measure a number of indicators based on expected outputs, research questions stated in the ToR and project indicators. As defined in the ToR, the evaluation has the following objectives:

1. To evaluate the relevance of the intervention and of its objectives with respect to the problems which have been identified in the Project, with respect to the strategies and priorities of the sector that had been exposed in the Master Plan of the Spanish Cooperation, as well as with respect to the Paris Declaration.
2. To evaluate the design and the execution of the intervention. The coherence between the expected results and the achievement of the objectives.
3. To evaluate the activities that have been carried out, their contribution to reaching the results and the optimization of the resources used in order to accomplish them.

4. To carry out an actual analysis of the impact of the intervention, with the strategy that it developed.

5. To get useful teachings that help improving the administration of future interventions by analyzing them deeply and integrally.

1.2 Methodology

To achieve the evaluation objectives, the study approached qualitative rather than focusing on statistical accuracy. Desk study and field survey were using before the findings can be synthesized.

Reviewing available documents and reports at the program and project level including project proposal, annual report, progress report, strategic plan, has been done to make conceptualization on result frame, progress, solution, roles and responsibilities of all stakeholders vis-à-vis the project objectives, and overarching dynamic of project during the implementation. The documents stated in the ToR are going to review at this stage.

Field survey will be conducted to explore the efforts which project has been done so far. The field survey involved a number of tools including Key Informant Interview, Focus Group Discussion, Consultation Meeting, and Observation.

Table 1: Samples of the study

| No. | Level | Stakeholders | Kraties | Stung Treng | Total |
|--------------|---------------------|----------------------------------|------------------------|---------------|------------|
| 1 | National & Regional | FPSC | - | - | 2 |
| 2 | Province | CCBEN | 1 | - | 1 |
| | | CRDT | 2 | - | 2 |
| | | MB | - | 1 | 1 |
| | | DoT (Group Interviews) | 1 group of 3 | 1 group of 4 | 7 |
| 3 | Community | Commune Council | 1 | - | 1 |
| | | Village Chief | 5 | - | 5 |
| | | CBET Committee (FGD) | 1 group of 7 | 1 group of 10 | 28 |
| | | Service Provider Group (FGD) | 1 group of 11 | | |
| | | Economic Development Group (FGD) | 3 groups (22, 22, & 3) | - | 47 |
| | | Homestay owners | 2 | 2 | 4 |
| | | Patrolling Officer | - | 1 | 1 |
| Total | | | 77 | 18 | 100 |

1.3 Field assessment schedule

Field work of the evaluation was taken place from 18-22 October 2010 as described in Table below:

Table 2: Assessment schedule

| Date & Time | Activities | Participants | Remark |
|----------------------------|-------------------------------|------------------|--------|
| 18 Oct 2010 | Trip from Phnom Penh - Kratie | | |
| Day 01: 19 Oct 2010 | | | |
| 08:30-09:30 | -Inception meeting and | - CRDT Staff and | |

| Date & Time | Activities | Participants | Remark |
|--------------------------------|---|--|---|
| | discussion with CRDT team to make a deeper understanding on activities, target area, finance, etc. | Evaluation team | |
| 02:30-04:00 | -Group interview, Provincial Department of Tourism | 3 Tourism Staff and Evaluation team | |
| | Overnight stay at Samphin Village -Interview the home stay owners | Home stay owner | |
| Day 02: 20 Oct 2010 | | | |
| 08:00-11:00 | <ul style="list-style-type: none"> - Individual interview, Kampong Cham Commune Councils - Ampil Teuk (Beneficiary Group) - Ampil Teuk Village Chief interview - Yeav (Fishermen or Poor Group) - Yeav village chief interview - Samphin (Fishermen or Poor Group) - Samphin village chief interview | <ul style="list-style-type: none"> - Commune Council and evaluator - 1 Group of 22 from Ampil Teuk village - Village Chiefs of Ampil Teuk , - Group of 22 from Yeav village - Village chief of Yeav - A group of 11 CBET member in Samphin Village - Village chief of Samphin Village | Three member of evaluation team was divided to conduct interview in each village. |
| 01:30-04:30 | <ul style="list-style-type: none"> - Koh Pdao village chief interview - Koh Pdao (Tourism Committee Group) - CBET Leader in Koh Pdao - Tonsoang Thleak village chief - Tonsoang Thleak (Beneficiary Group) | <ul style="list-style-type: none"> - Village Chiefs in Koh Pdao, - A group of 7 of CBET Committee - CBET Leader - Tonsoang Thleak village chief - A group of 3 of Tonsoang Thleak Village | Three member of evaluation team will split to conduct one village each. |
| 5:00 | Trip to Stung Treng and overnight stay at Stung Treng | | |
| Day 03: 21 October 2010 | | | |
| 08:30-11:00 | - Meet with Mlup Baitong team | - Mlup Baitong program manager and Evaluation team | The evaluation were divided into two groups |
| 08:30-10:00 | - Meet with Provincial Department of Tourism in Stung Treng | - 4 Tourism Staff and Evaluation team | |
| 11:00- | - Trip to Preah Rumkel community | | |

| Date & Time | Activities | Participants | Remark |
|--------------------------------|--|---|---|
| 02:00 – 04:00 | Focus Groups with: - CBET committee - Preah Rumkel Village Chief interview | - Evaluation team and village chief, service provider groups, villagers, and home stay owners | The evaluation were divided into two groups |
| | Stay Overnight at Preah Rumkel (In-depth interview for some people in the area) | | |
| Day 04: 22 October 2010 | | | |
| 07:00 | Trip back to Stung Treng | Evaluation Team | |

1.4 Condition and limitations

Statistical accuracy was not targeted in the evaluation process so that confirmation, agreement, acceptance, and anecdotal evidence are the key to evaluation judgement and conclusion.

Number of interviewees are limited due to the qualitative study had been approached, and the data on economic improvement are mainly based on the existing data of project implementers rather pure calculation from the evaluation team.

Data collection at national level are limited due to the time constraints and documents review were used as the key resources for evaluation.

1.5 Evaluation team

The evaluation team are composed consultants; Mr. Chun Nimul, Mr. Buntong Borarin, Mr. Mao Chansokvibol, and Mr. Chim Samnieng. All of them have the following roles:

Table 3: Evaluation Team

| Nr | Surname and Name | Position | Roles and Responsibilities |
|----|----------------------|------------------|---|
| 1 | Mr. Chun Nimul | Lead Consultant | Overall management over the evaluation study and ensuring quality of the study. He is assigned to take care of initiating methodology, tool development, field interview, and report preparation. |
| 2 | Mr. Buntong Borarin | Team Member | Assist the lead consultant in the process of tool establishment, field interview, and report preparation. |
| 3 | Mr. Mao Chansokvibol | Team Member | Provide overall assistance to the process of tool establishment, field interview, logistic arrangement and report preparation. |
| 4 | Mr. Chim Samnieng | Field Researcher | Participate in tool development, logistics arrangement, and field interviews. |

2. Findings

2.1 Strategy and Management (Process Perspective)

2.1.1 Strategy Alignment

2.1.1.1 The Spanish Guideline

The project components which had been designed by the three organizations in collaboration with FPSC and implemented directly by the three organizations with the coordination support by FPSC are generally aligned with the 2012 Master Plan of the Spanish Cooperation Main Guidelines. There are two main points of strategy which the strategy aligned with; sector and indigenous people, while geographical priorities found as exception case.

Sector alignment: The components which the project has been dealing with are, of course, aligned with almost all of the 12 sectors; Democratic Governance, Rural Development and Fighting Against Hunger, Basic Social Services: Education, Basic social services: Health, Basic Social Services: Water and Sanitation, Economic growth for Poverty Reduction, Environmental Sustainability, Climate Change and Habitat, Science, Technology and Innovation, Culture and Development, Gender in Development, Migration and Development, and Peace building; which have been identified in the guideline.

Indigenous people: The project targeted areas are in the Northeast region of Cambodia which more or less consisted of some indigenous people. According to Commune Profiles, number of minority in Sambor district is 2,918 families consisted of 9,863 populations, while indigenous people in Thala Borivat district is 528 families consisted of 2,666 populations. However, the proposed projects prepared by the development partners seems lack of addressing about the indigenous people but the stakeholders involvement is the key to achieve in this strategy.

Geographical priorities: Within Asia and the Pacific, there are two countries stated in the strategy of Spanish Guideline, the Philippines and Vietnam. FPSC has clarified that Spanish Government would like to enter the Cambodia after their development strategy has been succeeded in Vietnam. To add, the country's condition is similar to Spanish National Context. Another point of views, Cambodia is one of the least developed countries which can be considered as a development target and it is an exceptional case which had been paid special attention. The explanation on this was made during the formulation of the project which had been described in Spain.

It is observed that Northeast provinces of Cambodia are the places which have lots of point in align with the policy of the Spanish Government which have been described above and will be described in the following sub-title.

2.1.1.2 The Cambodian Strategy

The project had been started with SNV which is a strong organization involved in tourism sector in Cambodia, especially the assistance in Development of Tourism Sector Strategy of Cambodia. It is clear that the project design has been aligned to what have been stated in Cambodian Strategy. The project is simply contributed to a number of Cambodian Millennium Development Goal, for example CMDG No. 1: Eradicate

extreme poverty and hunger and CMDG No. 7: Ensure environmental sustainability, and more or less to CMDG No. 3: Promote gender equality and empower women.

The two target communes, Kampong Cham commune, Sambor District, Kratie province and Preah Rumkel commune, Thalarborivath district, Stung Treng province, are poor communes. According to commune profile, of Ministry of Planning, people living under poverty line in Kampong Cham are 51.70% in 2004 and 48.60% in 2009, while people living under poverty line in Preah Rumkel are 44.70% in 2004, and 43.60% in 2009. This figure indicates that the two commune wealth rankings are lower than the poverty rate in rural area in average of Cambodia which is 34.7% in the year 2008 (NSDP Update, 2009-2013).

On the other hand, it is noticed that the tourism development sites which had been absorbed in the project were identified and determined in the plans of both provinces. Dolphin conservation is the most important and hot issues for ecotourism in both provinces (ADB, 2009). Additionally, Preah Rumkel is located in Ramsar Site of Stung Treng province which has been registered in 1999. There are limited support have been done to lift the plan reach its target and FPSC has involved in this.

2.1.2 Project Design and Process

It is noticed that the selection of Country and targeted areas are directed by the Spanish Government. Thus, the country and area are, of course, not much concern to the guideline and policy of the Government of Spain. Sector and targeted area are already determined by the Spanish government. However, FPSC has the roles to ensure that the engagement and in-depth understanding of the areas are in the development process.

FPSC has newly started its project in Cambodia in 2007 at the first time. Due to the lack of experiences in Cambodia, development partners have played the role of play makers of its development activities. In order to find the right direction for its work, a number of meetings, consultations, and debates had been made. FPSC has started the implementation as the following process:

National Level Engagement. FPSC has started the engagement at national level with Ministry of Tourism and SNV. The engagements were mainly conducted to make deeper understanding on strategy of tourism sector strategy of the Royal Government of Cambodia and the area which the projects are going to be landed.

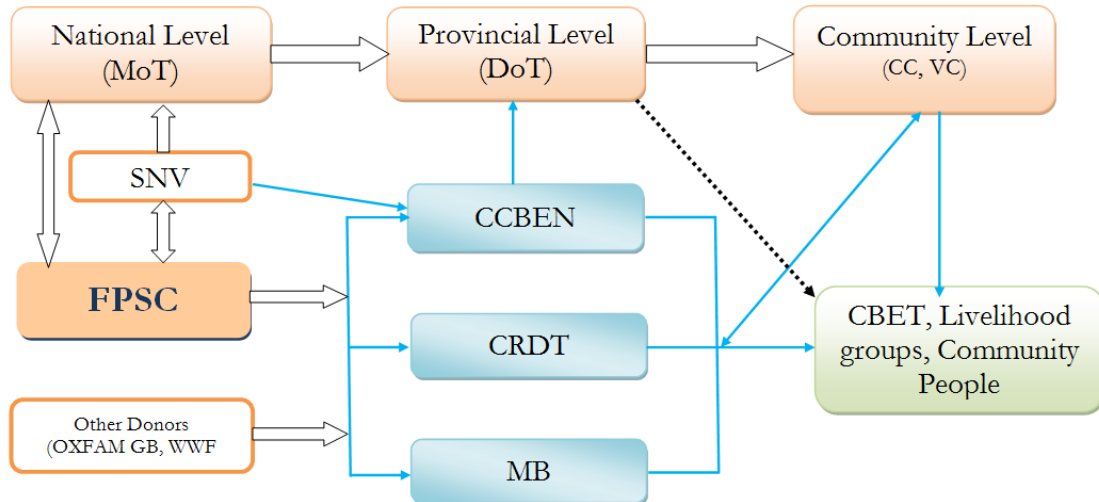
Partner Selection. After understanding the location and strategy alignment had been ensured, selection of partners were started. A number of local and international NGOs had participated in the meeting. Finally, the CCBEN, CRDT, and MB have been selected to be the partners of the development that were thanks to the experiences of these organizations in the area and those organizations are going to exist at the location forever.

Follow Up and Support. Follow up is to ensure the budget flow is going on schedule and plan. Related to technical support, SNV is the organization which supports CCBEN technically. Beside the budget control, FPSC had coordinated and provided technical advice during project design and implementation process to enrich the working experiences and enable implementation throughout the project period.

2.2 Institutional Support and Mechanism (Context Perspective)

There are three levels of engagement which the project has been involved with including; national level, provincial level, and community level. Figure 1 indicates the structure and mechanism which have been used within the FPSC funding system of support.

Figure 1: Actual structure and mechanism of CBET project



2.2.1 Fundación Promoción Social de la Cultura (FPSC)

FPSC is the coordination body among all of the partners easing any difficulties that might happen during the implementation and taking in charge of overseeing and management. Beside this, it acts as the bridge connecting the implementation toward the donor agency (AECID). There are a number of roles and responsibilities of FPSC that can be described hereafter:

- Coordinate between donor agency and project implementers,
- Provide overall coordination in term of project design and implementation,
- Provide technical advice and overseeing the project,
- Release fund and ensure budget management going smoothly, and
- Follow up and monitor the project of the project.

2.2.2 Other Donor Agencies

Beside the project from FPSC, there are a number of other projects being implemented by the partners. The supports from those agencies are sometime difficult to distinguish from the support from FPSC due to minor sharing of budget from their projects such as administrative works and staff.

2.2.3 Ministry of Tourism (MoT)

The ministry has been used as sources of support for implementing project. The project has been worked directly with Ministry at the early stage since the initiation of the ideas. Strategy of the Ministry has been considered in order to ensure that both strategy of FPSC in term of Ecotourism and the Government of Cambodia are aligned with each other. Within the project implementation, the Ministry has some roles as the following:

- Liaise for cooperation and coordination between FPSC project and DoT,
- Provide technical advisory for DoT as their legal status of their designation,
- Provide any solution or mediation to issues, if any, which are unable to deal with DoT, and
- Participate and act as honorary for tourism project implementation.

2.2.4 The Netherlands Development Organization (SNV)

SNV has strong background in dealing with Ministry of Tourism. CBET project has been involved SNV in term of getting technical support in tourism sector. SNV assists in coordination with Ministry of Tourism in case needed and coordination for any related issues of the project implementation. Some amount of fund had been allocated to SNV for technical support to CCBEN. There are some roles of SNV within the project and the roles are as following:

- Share and supervise technical staff to support CCBEN,
- Liaise and coordinate tourism activities between various stakeholders, and
- Participate in actual implementation of project in cooperation with CCBEN for building capacity of DoT staff.

2.2.5 CCBEN, CRDT, & MB

CCBEN, CRDT, and MB are the project implementers so that they are involving with all activities related to what they have been proposed to the funding agency. The detail tasks and responsibilities of the organizations were particularly based on their proposal.

2.2.6 Provincial Department of Tourism (DoT)

The department had been involved directly under the project by CCBEN. The institution is a direct beneficiary of the project which has been provided a number of supports in term of capacity building in tourism and related sectors.

2.2.7 Local Authority

At community, there are two important local authorities which had been involved in the project including; Commune Councils (CC), and Village Chiefs (VC). Communal authority has played an important role at the present time in term of D&D strategy. The authority is the lowest government institution that has special authority and right to take responsible to the community people in the area. Communal authority works directly with VC, who is generally a member of Community Based Ecotourism Committee (CBET). The local authorities are generally playing roles within the project as the following:

- Coordinate and ease the communication between the project implementer and local people at the beginning of the project,
- Monitor and follow up the progress of the project,
- Participate in project execution as there is request from project implementers,
- Provide legal status to the established groups including livelihood groups and CBET groups, and
- Assist in assuring sustainability of established groups within the area.

2.2.8 Local Community

The community refers to the direct beneficiaries under the Ecotourism project which had been supported by CRDT and BM. The community people are the target of the project. So far, there are a number of support had been provided to them such as livelihood improvement, and ecotourism awareness, especially alternative options to present livelihood activities. They are direct beneficiaries of the projects.

2.3 Accomplishment (Objectives Perspective)

2.3.1 Relevance

The involvement had been conducted at all levels; national, provincial, and communal level. It is clear that the strategy and priorities had been aligned prior to the determination of the project to be implemented.

As it has been described in the previous section, the project had involved various kinds of stakeholders including Royal Government of Cambodia, International NGOs, and Local NGOs. SNV, ADB, MoT, and a number of NGOs have been consulted in order to direct the project plan.

At provincial level, DoT in both provinces had confirmed their involvement with the training need assessment implemented by a team from Royal University of Phnom Penh which had been contracted by CCBEN under the support of SNV. On the other hand, DoTs were encouraged to propose their own proposals for their implementation. Anyway, only Kratie DoT had prepared a proposal for conducting a training course on tourism and hospitality to related tourism service providers in the province.

Most of the staffs of DoT have attended training courses conduct by CCBEN and SNV. Training Need Assessment was done with DoT officials, while the training had been delivered to various kinds of stakeholders such as Police, Department of Environment, Private sectors, and CBET representatives.

There is confirmation from project implementers in the process of aligning the support with D&D strategy of Cambodia. Commune Development Plan is used at a limitation during the starting of the project. In 2008, CRDT has focused more on the plan and provide full support on the alignment of the plan and their development activities.

At community level, there were some limitations in the engagement of the direct beneficiaries during the project initiation. Only commune councils and village chiefs had been involved at a limited level. Existing data had been used for developing proposal in order to propose to FPSC. There were confirmations from CRDT and MB for the process of feasibility study of the area. Anyway, during the establishment of CBETMC and Economic Development Group (EDG), there were the confirmations of villagers on the participation with most of the steps of the project implementers (partners).

CRDT has used criteria for the selection of beneficiaries to be involved in the project rather than designation. The selection process was generally stakeholder participation. At the same time, the selection of beneficiaries of MB was generally made on voluntarily basis, while CCBEN is hard to apply and the designation had been used during the selection of the participants for their training.

2.3.2 Effectiveness

In overall, project has been accomplished as its plan by most of its partner organizations. There are 7 results of for the whole project in which Result No. 01 to 02 implemented by CCBEN, No. 03 to 05 implemented by CRDT, and No. 06 to 07 implemented by MB. A simple analysis had been made and the result found that there are a number of activities had been on hold and a few number of project activities had been changed based on actual situation. Based on the activity plan of each organization, the achievement can be simply summarized as the following:

Table 4: Overall status of project activities under the three partners

| Organization | Completion status | Number | Reasons from Implementers |
|--------------|-----------------------------------|--------|---|
| MB | Numbers of uncompleted activities | 5 | The overall reasons for not completing all of activities as plan were mainly related to the legal issues which needs cooperation among related institutions such as Forestry Administration, Fishery Administration, MoT, MoE, and Administrative |
| | Number of completed activities | 20 | |
| | Percentage of completion | 80% | |
| CCBEN | Numbers of uncompleted activities | 3 | The actual needs of time for each activity had been changed due to the process of stakeholder participation and the actual situation after a short period of implementation. |
| | Number of completed activities | 8 | |
| | Percentage of completion | 73% | |
| CRDT | Numbers of uncompleted activities | 0 | In general, the project activities had been completed 100%. However, during the implementation there were a number of project activities had been changed due to actual situation. |
| | Number of completed activities | 7 | |
| | Percentage of completion | 100% | |

Source: Annual reports of the three organizations, 2009 & 2010

All of the project results had been accomplished as planned. Though, there were some activities within each result cannot be succeeded fully, for example frog culture of CRDT, establishment of CBET Plan of MB, and design and implementation of at least 1 project in each province of CCBEN.

The final report of project implementation from each partners confirmed that there are a number of provisions that had been delivered to the target areas. The provisions are physical, social, cultural, financial, and even environmental value. At the same time, the two target provinces had confirmed their benefit from the projects.

At provincial level, there are a number of supports including capacity building and facilities to the two DoTs. A lots of trainings had been delivered with a number of participants from various institutions who are working related to the tourism sectors have been participated. A number of training documents had been delivered to DoT for their knowledge and future usage. Exposure trips, field visits, workshops, and forums are comprehensively organized within both provinces to enhance the capacity of DoT staff and related stakeholders.

There are a number of facilities had been provided to DoTs such as computer, computer desk, rattan shelf, student chairs, and fans. The materials are not adequate to fulfill the present need anyway it is contributed to the department at some level. The problems which have happened on the material provision are under a limitation to describe. CCBEN had promised to provide all of the materials to the Department during

the project implementation period. At the end, all of the facilities have been removed back to CCBEN office. These have made great disappointment among DoT staff who knew the promise. After the confirmation from administration and finance officer on the registration of the facilities, it is clear that there is no any facility of CCBEN returned to the office. However, there was sufficient document to confirm that the facilities had been delivered to DoT that is thanks to the handing over documents with signature from DoT director.

There are a number of physical provisions to community people such as latrines, bio-digesters, rainwater tanks, wells, hand pumps, boats, bicycles, bikes, mosquito nets, seedlings, and fingerlings for their livelihood improvement groups and CBET committees. There are some small-scale infrastructures have been provided to the community as well such as road, community halls, Dolphin Overseeing Tower, and community billboards. The provisions have been found in the project area and villagers feel very happy with the provision.

Beside the physical provision, there are a number social provision which have been provided for community such as hospitality skill, livestock raising skill, fish culture production, system of rice intensification, vegetable production, health, and water and sanitation. During focus group discussion, people have confirmed their benefit of getting the provision such as hospitality skill training, livestock skill training, fish production technique training, system of rice intensification (SRI) practice and training, and vegetable production training.

Some training is very short that make the students not much understanding on the concept on the topic. For example: training on computer software such as word, excel, internet, publisher have train only 7 days. Some courses trainers are foreigners and during training interpretation were limited causing difficulties to CBET representatives in understanding it. Usage of computer skill after training which has not applied after the training course is limited due to lack of facilities within the organization. Another limitation was the use of internet webpage (Kratie) which has been developed by CCBEN but after the end of project they are unable to update more information in the website that is the problem of technical understanding and internet accessibility limitation.

The most interesting points for DoT is proposal writing which have provided additional skills to them that can be used for applying to many other organizations rather than CCBEN. However, the actual usage of the knowledge seems to be limited. The practical duration of project implementation seems limited due to time constraints. The guideline which has been used for the implementation of the project was not yet defined as it is the first time of its project implementation.

A number of structures have been established as the result of the project implementation, especially at community level. Community people have confirmed on the support of communal authority to what CBET or livelihood groups have been done so far. The most common structure which has been established is economic development groups or livelihood groups. The structures are generally under the support of local authority, especially commune councils and villager chiefs, while DoTs are limited due to capacity, financial shortage, and facilities.

In Stung Treng, there were lots of coordination and facilitation has been done so far to assist for the development of Preah Rumkel CBET site. Conflict is common for

the area thanks to the potential of the area in attracting tourists (money). Thus, coordination is a must to bring community alive up to day and it is true that MB has played crucial role in dealing with all of the issues happened.

All of the CBET Committee and livelihood groups had been legally bound at commune level. This is the best solution for the current policy of the Royal Government of Cambodia which has yet the law on CBET. This is clear that the structure and regulations of each CBET and livelihood groups had been established and constructed.

Most of the CBOs under the project have conducted their monthly meeting regularly, especially the livelihood groups in Kratie which found very strong and regulation have been applied firmly. At the same time, the community people have confirmed that there were some awareness trainings on the conservation of Dolphin so that knowledge on the importance and conservation can be refreshed at the same time.

According to the income report of MB, within the duration of two years and 2 month, Preah Rumkel had welcomed 9,700 international tourists and 2,220 local tourists and the total income that can be generated from the activities reach 21,410 US\$ (Table 1). This amount of income is resulted from CBET income and WA income. The CBET incomes are resulted from entrance fees, boat services, home stays, bike renting, and tips for guides, while Women Association incomes are resulted from food preparation, bicycle renting, and others. This amount of income bring the income for community worth of 823 US\$ per month. This is a sign of economic contribution to the community.

Table 5: Tourists and income for Preah Rumkel in 26 months

| Description | 2007 | 2008 | 2009 | Total | Average Per Month |
|-----------------------|-----------------|------------------|-----------------|------------------|----------------------|
| | Nov-Dec | Jan-Dec | Jan-Dec | | |
| Foreigner | 300 | 4,700 | 4,700 | 9,700 | 373 |
| Khmer | 50 | 620 | 1,550 | 2,220 | 85 |
| Total Tourists | 350 | 5,320 | 6,250 | 11,920 | 458 |
| CBET Income | \$ 850 | \$ 6,690 | \$ 5,870 | \$ 13,410 | \$ 516 |
| WA Income | \$ 250 | \$ 4,800 | \$ 2,950 | \$ 8,000 | \$ 308 |
| Total Income | \$ 1,100 | \$ 11,490 | \$ 8,820 | \$ 21,410 | \$ 823 |

Source: Analyzing from MB income inventory, 2010

Beside the income, there are a number of groups which have been established. According the MB Shelf Help Group report, there are four groups which had been established and the groups are very strong at the present time. The following Table is to confirm the economic impact on the families who are the members of the groups.

Table 6: Economic information of SHG in Preah Rumkel

| SHG Name | Samiki Preah Rumkel | Pon Luer Mlup Baitong | Women United | Krola Peas |
|---------------------------|---------------------|-----------------------|--------------|------------|
| Total Members | 18 | 30 | 35 | 35 |
| Female Members | 10 | 20 | 25 | 20 |
| Total All Balance (Riels) | 4,006,958 | 6,492,199 | 7,560,000 | 17,800,000 |
| Total All Balance (US\$) | 977 | 1,583 | 1,844 | 4,341 |

Source: Analyzing from MB SHG inventory, 2010

Key informant interviews and focus group discussion had confirmed the benefit they received from tourism activities, especially home stay, cooking, guide, and boat service. The amounts of incomes have contributed to their livelihood status and ease their present occupation.

2.3.3 Efficiency

Overall budget management of the project found to be intensive. There were no any complaints on the flow of budget from donor agency toward implementing organizations. It had been managed efficiently that is thanks to existing budget management system of each partner. Any remaining budget for each of activity had been discussed for revising and use.

In overall, both DoTs have confirmed their strong satisfaction on the project which had been implemented by CCBEN, especially DoT in Stung Treng that has very high satisfaction on the project. The trainings which have been provided are very important to them in addition to what they already have in the organizations. There are a number of supports which have been done with high participation from DoT such as community training, exposure trips and intensive trainings.

In general, villagers feel satisfy on what the projects have been supported. They have confirmed on the importance of the project, especially economic activities in their daily life. The establishment had created lots of opportunity within their community such as livelihood alternatives, education opportunities, health improvement, and water and sanitation.

The improvement of economic status seems to be more at local level. After the project intervention, there are some changes of occupations of the people at the target village. They tend to improve their livelihood through agricultural activities such as livestock raising, fish culture, and rice production. Nevertheless, some people can benefit from the ecotourism such as home stay, food service, transportation, guide service for tourists. A number of villagers from Economic Development Group have confirmed on their benefit from the project, especially saving groups. The monitoring report of CRDT described a number of production have been improved as resulted from the project. There were sign of improvement income generation up to 18% within the project area of CRDT.

Information which has been used to provide worldwide understanding about the area is the listing of Koh Pdao and Preah Rumkel Ecotourism Sites in the Lonely Planet website. Beside these, there are a number of leaflets and posters had been produced for distribution to local restaurants, travel agencies, in the provinces and some other areas such as Phnom Penh, and Siemreap province. There are a number of websites which communicate the information of these tourism sites such as website of CCBEN, CRDT, MB, www.grassrootsjourneys.com, www.mekongecotourism.com, www.adventure-cambodia.com, www.tourismcambodia.com, www.tourismindochina.com, etc. The sites are promoted in Stay Another Day booklet as well.

Mechanism for distributing benefit seems to be limited due to lack of management flow and organizing in Preah Rumkel tourism site. Some home stays which are located far from the Dolphin site are less accommodated by the visitors causing some complaints among villagers. The rotation application is not yet clarified and determined for the community.

At the end of project, CBET saving budget had been stolen and the solutions on the budget is still a concern of Preah Rumkel community. There were three keys of saving box that is located in MB office. After the project end, CBETMC had conducted a meeting opening the box. It is obvious to know that the budget remaining within the box is only 90,000 Riels (about 22 USD). They feel very disappointed on the budget that they have saved for more than 2 years. They have expected to have more than the amount. MB has solved the issue by dismissing the staff who was suspected. The amount which MB had returned to the committee is 700 US\$. However, the problem has still spoiled lots of efforts which have been made so far by MB unless long term salutations and commitment were done for the community.

2.3.4 Impact

2.3.4.1 Social

According to the Focus Group Discussion (Annex 4: Summary of FGD Results) and Key Informant Interviews, it found that there are a number of sectors have been socially improved such as awareness, hospitality skill, health and sanitation, communication, and culture. The most important point which found in the community is the solidarity among community people which they have as it is obviously noticed in saving group. They practice and respect the regulation firm which is difficult to find any other place in the country at the present time. The socialization and integration into regional place was found noticeable such as buying share of CEDAC by community group in Samphin village. CRDT report confirmed that health of villagers has been remarkably improved.

For Preah Rumkel, awareness, hospitality, health and sanitation, and communication found to be improved. However, the solidarity is still a concern. There are a number of home stay owners have complaints on the number visitors coming to stay at their houses are very few which is less than those who are located closed to the conservation site.

Villagers have claimed that they have better information sharing within their commune, especially related conservation information when there is any kind of illegal fishing they can report within their community for lifting the issues to authority for further action.

In 2008, the Queen of Spain had visited Cambodia. There were lots of satisfaction and admiration which have been done in the project. On the other hand, the project was an interesting one which European Union has studied and published in the European Union Blue Book 2009 and 2010. Koh Pdao CBET site had been described in the book about advantage of the project which has been provided to community people living within the area through ecotourism activities.

2.3.4.2 Environmental

During focus group discussion in both provinces, people confirmed that illegal fishing along the river and the number of people go to forest for extracting the natural resources in the forest for using have been reduced that is thanks to the alternative options for occupation which they have such as home gardening, rice production, and livestock raising. People start to know the importance of the NRM and they become the

person who works hard to conserve the forest. Illegal logging is considerably decreased in the most of villages in the targeted area.

It is obvious that people have learnt and acknowledged the importance of Dolphin which is the core to tourist attraction. They start to know that conserving Dolphin will be resulted in direct or indirect benefit to them. It is worth of noting that they still go to do fishing while they have fish pond, livestock, rice production and hospitality service to tourists at their home. Beside their understanding on the importance of Dolphin and their income generation alternative options, there are some other reasons as well for them not to do fishing such as punishment from the conservation officer and the decrease of fish population in the river. They have observed that the punishment is very strong at the present time if they do something negatively affected Dolphin. For villagers in Kratie, they state that the fish population is less so that doing fishing cannot provide them adequate sources for their income generation. Thus, they have to shift to another option as they can.

2.3.5 Viability

2.3.5.1 Structural

At provincial level, it is, of course, the government institution that is legally required to take the role of dealing with tourism sector. DoT will exist forever in term of structure. At the same time, there are lots of government policy to encourage for more involvement and development in the sector.

At community level, it is very clear that there are good structure being established in Kratie, and Steung Treng province. EDG seems to be strong, especially saving groups. Of course, not all of the groups are strong but a number of the groups are considerably good enough to exist for a longer period. CBETMC of Koh Pdao and Samphin village is very good and very well managed. It is sure that the structure will be viable at an unlimited time. Another CBETMC at Preah Rumkel is working properly coordinating tourism activities at the site. They are strong and quite interesting to ensure their future in the commune. It is noticed that the recognition of by law of the CBETMC were enforced at commune level rather than national level that is due to the national policy of the Royal Government of Cambodia in term of ecotourism is yet defined.

The communication system seems to be a constraint to the effective communication of the CBET site. The telephone services within both sites are limited and difficult to reach. Communication from outside are generally made via CRDT for Koh Pdao and MB staff for Preah Rumkel. On the other hand, the communication with CBET committees is difficult due to language constraints. The staffs of CRDT and MB are usually changing so the updating of contact information on the internet webpage is required. Thus, the problem is questionable for the sustainability of the CBET in the future. It is noticed that Mr. Bon Sambor was cited in the website of CCBEN for contact information and now he has moved to another working place and the address need to be change. Recently, there was the confirmation from FPSC on changing the contact address and it is going to change very soon.

2.3.5.2 Financial

To keep all kinds of the provisions such as physical, awareness, and practice, there is need of financial viability otherwise it is hard for keeping thing lasting. At

provincial level, that is, of course, a challenging task for ensuring financial sustainability within the Department. Anyway, the future budget allocation for departments will play important roles for keeping all of activities remain active. In term of preparing proposal to other organization it is still limited for DoT. On the other hand, the usage of knowledge which had been trained is hard to achieve as well, if the finance is unfavorable. Proposal writing skill is not adequate to meet other donors' requirement.

At commune level, it is still limited for both CBET sites. At Koh Pdao, the community is being supported by CRDT and number of tourists visiting the place is very limited every year. Even, the established structure is very strong but it is still very hard for them if there is no any tourists come to the area. The income from tourism seems to be unable to meet the demand of the community. Anyway, Economic Development Group seems to be strong enough in term of finance to ensure the future viability, especially saving groups.

At Preah Rumkel, the conflict of interest seems to be hot issues at the present day. It is impossible to keep the CBETMC exist, unless all related issues can be solved and the management having organized properly.

In term of funding agency, beneficiaries or community people are generally unable to indicate the name due to their difficulty in remembering English name and the information of the agents are very limited.

2.4 Issues and Challenges

Staff shortage. It is happening in many provinces of Cambodia, especially far remote area of the country. Total numbers of Government Officials who are working at DoT are inadequate to respond to the need of area. Capacity building which is being provided to DoT seems to be limited in term of efficiency. There are a limited number of them who can participate in all the training courses which have been provided. A few of them are very old and the age of retirement is not far and the capacity development seems limited.

Limited facilities. DoTs have insufficient facilities and they are unable to practice new knowledge which has been learnt from the training. Computer training seems to be difficult to use after the course completion.

National policy on ecotourism. The law on ecotourism is still pending and there is no any institution having legal rights or being designated to take responsible to ecotourism site. In this sense, the process of registration the CBET site with official legal binding at national level is impossible and CBETs are unable to have full authority to control over preparation and management of the area. The only legal binding being used is the communal administration that has some authorization at local level based D&D policy of the Government of Cambodia.

Conflict of interest. Since, the national policy is unclear and legal binding is not possible to achieve, it is hard to determine that CBET will be under any specific authority. In Preah Rumkel, it experienced that the CBET is under the conflict of many governmental institutions including Ministry of Tourism, Mekong River Dolphin Committee, Ministry of Environment, Fishery Administration, Forestry Administration, and Administrative Authority. These institutions are claiming the CBET is under their authority. Development activities in the area require very long process of consultation

and sometime reach no solution. Conservative organization is working to protect the area and at the same time they are trying to get rid of the authority for their benefit and giving limited opportunity to CBETMC. The activities both committees cause tourists being confused.



International policy (Transboundary management). This has happened for Preah Rumkel CBET site. Cambodia and Laos border is under demarcation process between both governments. There is some undefined transboundaries of the area between the two countries. Dolphin conservation area is still unclear thus sometimes creating lots of difficulties for the management of the area. Tourists who have come from Laos to visit the site mostly do not directly understand about the site. Some tourists were cheated by the Laos tourist agents that Dolphin is in their territory and they sell the tickets to the tourists and when they arrive the site, Preah Rumkel agents have asked them to pay entrance ticket again. This is more at national level to deal with the issue rather than CBET.

Attraction. The impressions of the tourist are the Dolphin more than community. Koh Pdao is far from province and Dolphin is well known in Kampi so that visiting Kao Pdao is not their target. A number of tourists had visited the site that is thanks to the support and coordination of CRDT. If there is no any support, the community seems to be at risk of dissolving. At the same time, Preah Rumkel seems to have the same concern. Very few tourists know about the community but Dolphin and it is difficult to gain the opportunity for community to extend their service beside the food service.

Tourist Trend. Preah Rumkel is closed to Laos which is particularly attractive for tourists who are going to explore natural richness of the area. It is reported that number of tourists who come to visit the area are generally from Laos which is good enough in term of ecotourism. Thus, it is worth little different to come to visit the area and use the home stay service. It is a concern that needs very good strategy to attract tourists from other parts of the country rather than form Laos alone.

Migration. The issue of migration has been happened to village that agriculture is not appropriate to them and the production cannot meet their daily need. Tonsoang Thleak villagers have migrated to Phnom Chi Mountain to seek for risky opportunity including gold panning and illegal logging. On the other hand, fish raising groups and saving groups seems to be unsuccessful. If they can raise fish there will be thieves to steal their fish and at the end the production have been given up.

Geographical difficulty. Both areas are difficult to access. Koh Pdao is located on the Island of Mekong River however this is the key attraction of the area but usual

tourist will not visit the area but particular tourists, especially adventurers or volunteer students. The road to Preah Rumkel is far which is difficult to travel by big boat during dry season. It needs small boat to reach there, while the small boat is frightening to tourists during rainy season. In this sense, boat service providers should have two boats which is very difficult for them at the present livelihood conditions.

National development challenges. In Koh Pdao, villagers are worried about future development plan of the Royal Government of Cambodia related to the construction of hydropower dam and economic land concession in the area. There are a number of examples which they found very limited solution have been provided to stakeholders and they are voicing for support to avoid the issue.

2.5 Lesson Leant

Multi-stakeholder engagement. One key to the accomplishment which has been done by the project is the engagement which have found at all levels starting from national to local level. All of stakeholders are linked both technical and administrative. The connection eases all implementation goes smoothly with strategic and focus to the point. At the end, the goals are achieved.

A numbers of partners. Engaging with a number of partners are very important not only for testing the quality each partners but experiences can be shared among those partners if there is any kinds of initiative or difficulty happened in the project. The partners which FPSC has involved at different levels as well which is a key strategic to the success which project have made. It is noticed as well that numbers of partners should be limited to an a few otherwise the problem of monitoring and support will become another deal to be responsible for.

Guideline for proposal. The training proposal which had been proposed by DoT is a kind of satisfaction which has been raised by DoT. However, a clear guideline and direction for such proposal is not yet defined causing a number of difficulties during the implementation. The experience is worth to be the key direction for future project implementation.

Practical rather than theories. Knowledge and awareness are very important and it will be very good if that knowledge have been turned into actual practice. At the time of capacity, staff, and facility shortage, knowledge will be turned into more useful and practice if practical application are attached along the capacity building process. This will create sense of ownership and possibility of continuing the existence of knowledge is higher.

Coordination is a must. There are lots of efforts which MB had been done so far in order to deal the issue which have been happened in Preah Rumkel. Such kind of coordination is amazing. The achievement from the coordination is very useful and at the need of community. The coordination needs lots experiences and communication between MB and authority and sector at all levels. It is impossible to continue the project if there is lack of coordination. This point is the only key to success for such a hot issue in the context of Cambodia today.

Promise and response. CCBEN had promised to offer the opportunities to trainees. If they are strong and become best student they are going to be selected for exposure trip in Malaysia. Such kind of promise had spoiled such very good training

courses which CCBEN had been provided. On the other hand, computer and materials are reported unseen in the office which cause misunderstanding among the DoT staff and CCBEN. Another point of lesson which can be learnt from this point was the monitoring and following up of all activities which the projects have been completed.

Clear financial guideline. Support to DoT's staff using different rate from one to another province needs to indicate clearly about the reasons. Otherwise, there will be difficulty at the end and many problems can be created at any time.

Community Lead Action. One of the factors to the success of community livelihood groups is the action which lead by community people rather than the process support by project implementer. Economic Development Group or Livelihood Group has proposed their needs for support such as seeds, fingerlings, capital, and any other materials. Project implementer releases budget into the bank account and follow up the financial management process of the groups. There might be a concern at the early stage but the result has been different and more than expectation. This is a contribution to D&D strategy which is a kind of empowerment creating future ownership and sustainability within community.

Management and mechanism. The provision of accommodation and travel by the project to participants need to be done using very clear information. It is a very disappointed action which all of the efforts have been done so far and ended with a kind of doubt and wonder among communities, DoT, and project implementers. It is noticed that the efforts of CCBEN and MB are very hard and at the end a little point causing long time effort washed away. Anyway, the new practice of CCBEN based on these experiences had been used directed in the other two provinces and everything was reported clear.

Saving is the key. The most important key to keep community groups alive for such a long period of time in both Koh Pdao and Preah Rumkel is saving activities. The experiences show that large amounts of money have been piled day by day and it is the stimuli to the group members continuing working together. All kinds of livelihood groups should consider saving is a must otherwise success seems to be questionable because of other natural or technical constraints, for example pig raising group cannot last forever because the condition may not allow them to raise pig all the time. Thus, saving will help to keep the groups continue the work for any condition, location, and time.

3. Conclusion and Recommendation

3.1 Conclusion

In overall, the project has achieved its goal in contributing to tourism development in the provinces. The achievement of the project is a plausible to which at all level have been benefited, especially provincial and community.

All strategies had been considered carefully and alignment had been made prior to the decision. The Spanish Guideline and Cambodia National Strategy are considered in the project.

Design and process of project development found to be multi-stakeholders involvement. The involvement is not only during the time of project design but also the

time of implementation which a number of organizations have been involved. The mechanism found in the project found to be amazing which is a new model of development and it should be adopted or replicated.

Various kinds of supports had been provided to DoT and community including capacity building, physical provision, social awareness, health and sanitation, and environment. There are several of physical provisions such as rainwater tank, biodigester, water pumps, latrine constructions, boats, pillows, community halls, seeds, fingerlings, etc. Beneficiaries are found satisfaction on the provision.

All of the existing mechanisms have been used within the projects including commune councils, village chief and DoT. Communities have been empowered by providing them self management and independent in term of decision making and financial management. These have brought in a number of good results from the trials. Saving groups are very strong in both provinces, while Koh Pdao is very well management and Preah Rumkel is still under the process of improvement.

The impact of the project is remarkable for community but limited for both DoTs. Economic and livelihood of community have been improved and alternatives have been provided to them. Beside the economic improvement, social, cultural, and environmental found to be better. Awareness and physical provision with technical support have guarded them from damage of environment and health creating less expense and creating more income. Though, DoTs have confirmed on the importance of projects and their usage at some levels for the knowledge which they have learnt, especially CBET concepts.

Viability found with a number of economic groups, especially saving groups. Communities have very strong mechanism and structure to ensure life of the groups even there is no any support from the project implementers. For CBET, it is a challenging task to reach viability. That is due to the attractiveness and present tourists are from the project implementers rather than communities for Koh Pdao and Preah Rumkel is not yet ready to persist with all the issues being happened.

There are some misunderstandings and issues happened in Kratie DoT but the overall satisfaction is still high while the satisfaction at Stung Treng DoT found to be at very high satisfaction. A similar issue was happened at Preah Rumkel as well and the issue is a concern for community even there is a solution provided by MB and it takes time to rebuild respect which had been made so far.

3.2 Recommendation

It is worth to clear all of issues remaining with DoT, especially Kratie DoT related to the problem of facilities, and website which have been provided to DoT to avoid misunderstanding among the staff of DoT with CCBEN. The formal letter, attached by signature document of the recipients, on the facility delivery should be issued to the Ministry and DoT again so that the delivery model seems to be stronger in term of transparency and accountability.

All of the existing both strong and weak should be followed up to ensure life of the groups or at least act as the center of coordination to support them during time of difficulty.

Documentation of the project should be studied and compiled for the sake of CBET experiences in the country.

The only solution to the present status of CBET site legal status is using the mechanism of communal authority and it is worth of nothing to wait for very long term development of national policy on CBET.

References

- Peter King et al, 2009. **Strengthening Sustainable Tourism: Strategic Environmental Assessment of the Tourism Sector in Cambodia**. Asian Development Bank, Manila, the Philippines.
- Royal Government of Spain, 2009. **2009-2012, the Master Plan of the Spanish Cooperation Main Guideline**.
- Mlup Baitong, 2006. **Proposal for Community Based Ecotourism in Preah Rumkel Commune, Stung Treng province, Cambodia**.
- Royal Government of Cambodia (2010). **National Strategic Development Plan Update 2009-2013**. Ministry of Planning.
- NCDD, 2009. **Sambor District Data Book 2009**
- NCDD, 2009. **Thala Barivath District Data Book 2009**
- European Union, 2010. **The EU Blue Book 2010**. Available at <http://www.delkhm.ec.europa.eu/en/publications/EU-Blue-Book-2010.en.pdf>