

The 2nd Community Based Tourism Forum

How to Manage and Improve Community Based Tourism

Supply Chain in Cambodia

*Communication within Community-Based Ecotourism
Subcommittee and between Other Stakeholders,*

CASE STUDY: CHAMBOK CBET SITE, KOMPONG SPEU PROVINCE



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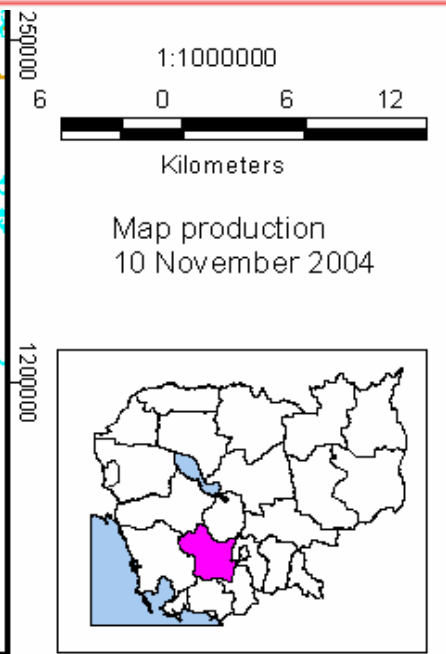
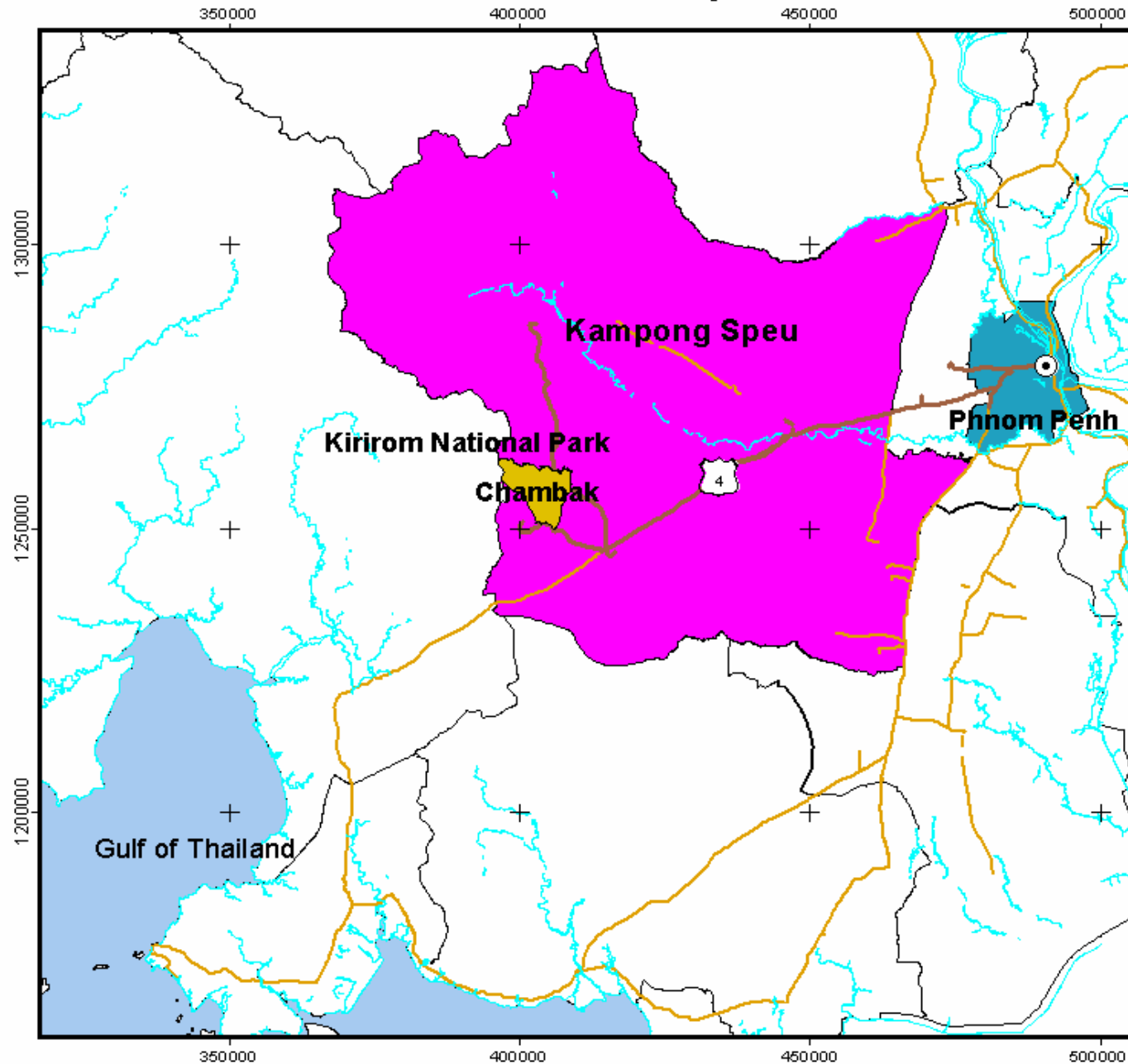
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I. Introduction

- ❑ Chambok commune is located at the outer edge of Kirirom National Park, Kompong Speu province—approximately 110 kilometers from Phnom Penh
- ❑ Chambok community comprises of 9 villages (Men, 2004).
- ❑ In 2002, Mlup Baitong initiated the establishment of a CBET Project
- ❑ Then, in 2003 the project was officially implemented under the support of many relevant stakeholders
- ❑ The main attractive features: 35-meter waterfall, trekking trail in the jungle, several streams, a bat cave, ox-cart riding, and traditional dance performance etc.
- ❑ More than 10,000 visitors visit Chambok each year and this number is increasing gradually from year to year (Va, 2007)

Chambak Community Based Eco-Tourism Site

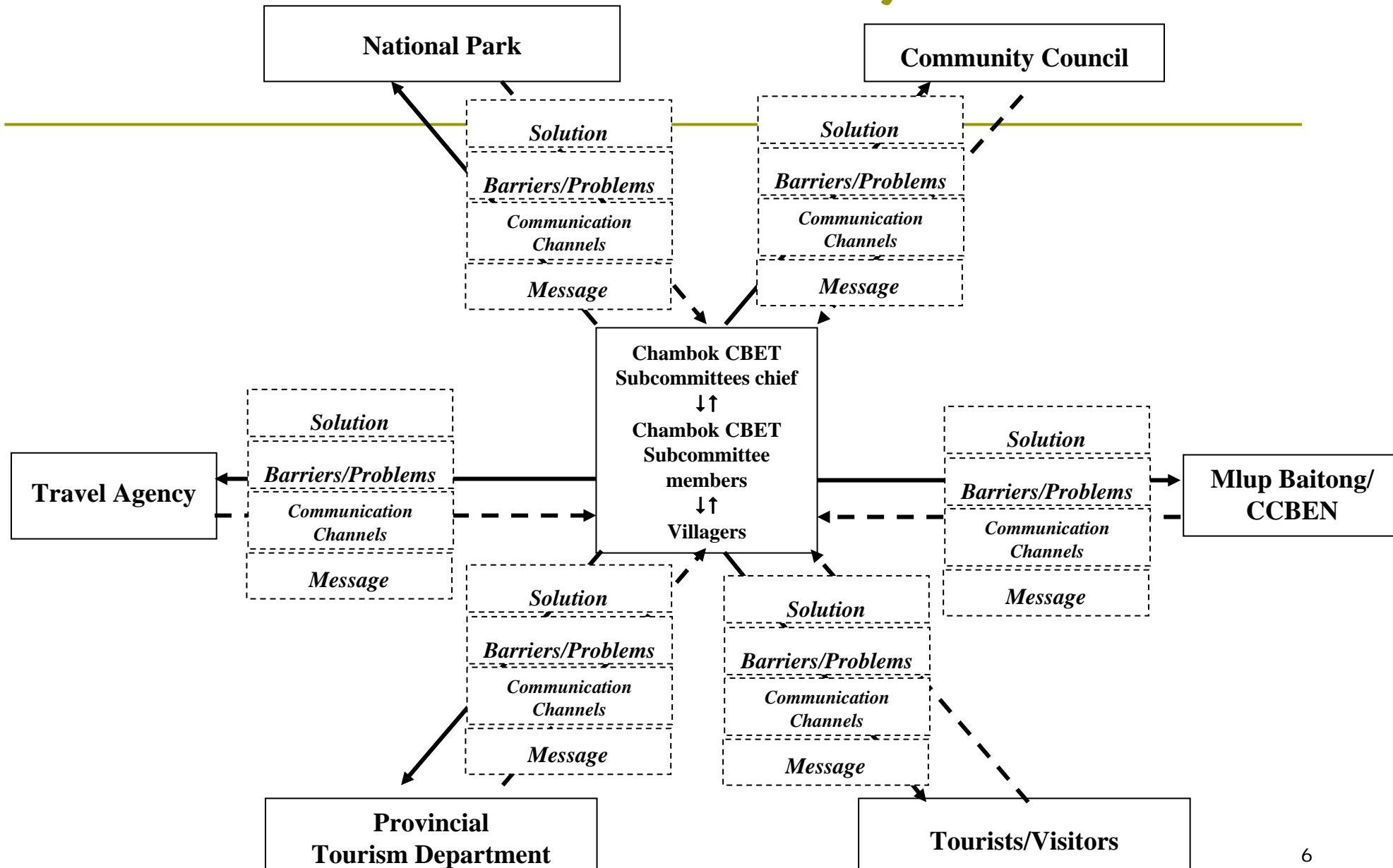


Research aim and objectives

- **Research aim is to identify the *communication used, barriers happen, and solutions to communication* within the Chambok CBET subcommittee members and between other key stakeholders in Chambok CBET site.**

- **Research Objectives:**
 - To identify the contents of messages that different stakeholders communicate in Chambok CBET site
 - To identify the channels of communication being used by different stakeholders
 - To explore the barriers of communication between different stakeholders had been encountered and any unsolved barriers
 - To identify the effective approaches for solving the communication problems.

Stakeholders involved in the Study



Adaptation from source: (Samovar, 1992,, Gomez-Meijia and Balkin, 2002, Barker, 1993)

Stakeholders involved in the Study

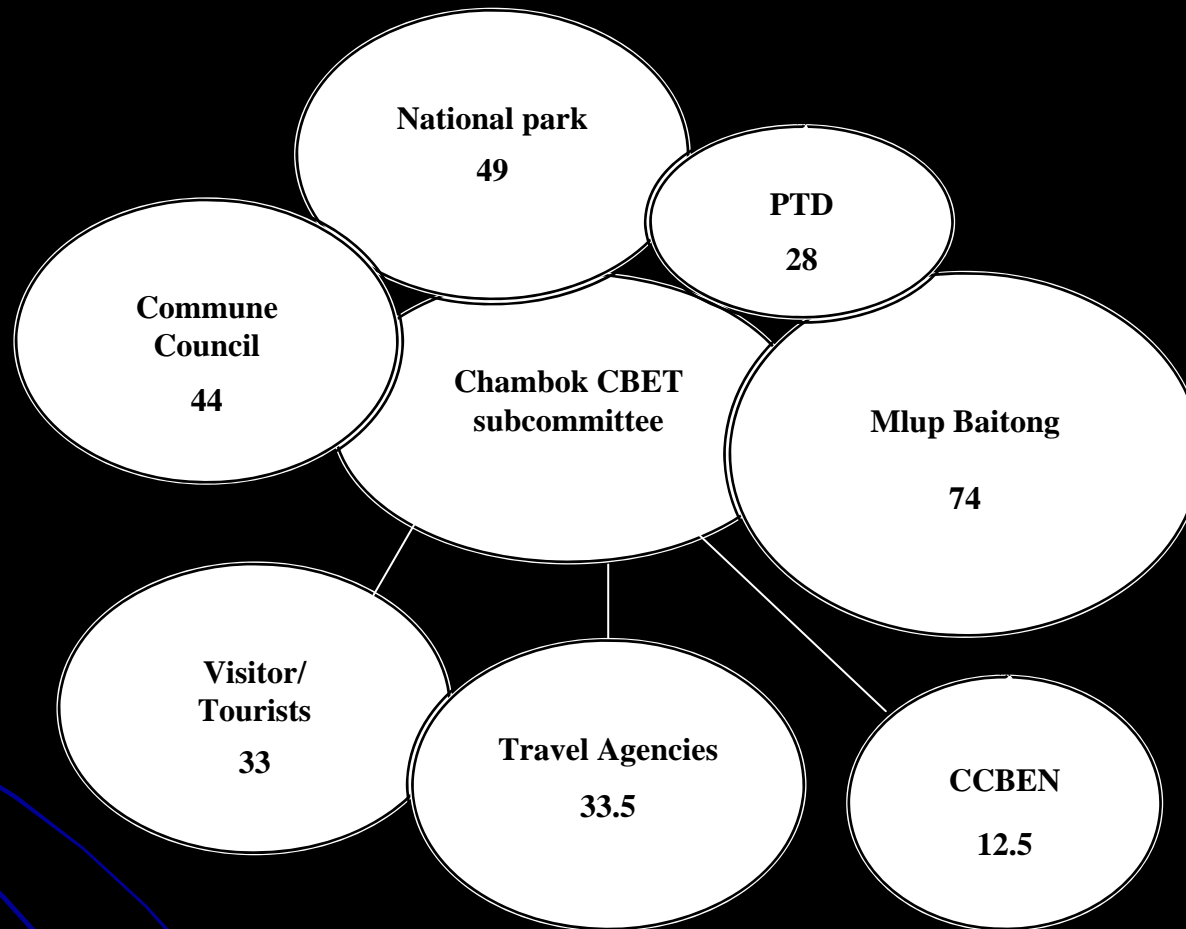
Sample Design:

Totally 18 respondents are included in this study.

Commune chief	1
Mlup Baitong project officer	1
Tour leader	1
Provincial department of tourism officer	1
National park officer	1
CBET subcommittee chief	1
tour guides	2
subcommittee members	10

Research Finding

Stakeholder Identified



•National Park, Commune Council, and Provincial Tourism Department (PTD) are local authorities while Mlup Baitong is an on-site non-government organization who support community to implement the project.

•Visitor and Travel agencies and CCBEN are distant stakeholders

Significant of Stakeholders to CBET subcommittee

Areas of Importance of Stakeholder

Name of Stakeholders		Incom e	Promotion/ advertising	Infrastructure (community development)	Policies	Knowledge/ capacity building	Fund	Problem solving/sa fety, security	Land concession	technical support	Total Score
	Mlup Baitong	7.5	9.5	9	10	9.5	10	9	-	9.5	74
	National Park	-	5.5	5.5	3.5	7.5	-	9.5	10	7.5	49
	Commune council	-	5.5	6.5	7.5	5.5	-	10	9.5	-	44
	Travel agencies	10	7.5	5	-	5.5	5.5	-	-	-	33.5
	Visitors	10	8.5	7.5	-	7	-	-	-	-	33
	Provincial Tourism Department	4	7	4	-	4.5	3	5.5	-	-	28
CCBEN	4.5	3.5	-	-	4.5	-	-	-	-	12.5	

•As the result of study, the higher level of significance, the higher frequency of communication carried out among the stakeholders

The Messages of Communication

- ❑ There is lack of communication between Chambok CBET community with visitors and tourist especially domestic visitors → problems and impact happen
- ❑ Each stakeholder focuses different contents of message

Stakeholders	Contents of Message
Community ↔ Mlup Baitong, CCBEN	capacity building, planning, environmental management and community development
Community ↔ commune council, national park and PTD	community affairs, security and illegal activities
Community ↔ visitors, tour companies and CCBEN	related to product and services in the site.
Internal Communication	management process, project implementation, and the issue aroused in the community

Channels of Communication

1. Flexibility of channels use is very important for communicating between different stakeholders.
2. The face to face communication is the most common and the most frequent of communication in Chambok CBET site
3. Electronic communication—Phone call communication assists the face to face communication. This channel is used by many stakeholder contact persons but rarely subcommittee members
4. The written communication is not frequently used in the Chambok CBET site and usually go afterward comparing to other channels of communication.



Barriers to CB CBET subcommittee Internal Communication and Solutions

Barrier	Solution
<ul style="list-style-type: none"> • lack of will and commitment 	<ul style="list-style-type: none"> • organized the meeting and revise the regulation • understand the reasons and explain
<ul style="list-style-type: none"> • lack of phone to communicate 	<ul style="list-style-type: none"> • use the channel of assistant representative
<ul style="list-style-type: none"> • unclear job description and responsibility 	<ul style="list-style-type: none"> • provide the benefit and encourage • continue to meet them
<ul style="list-style-type: none"> • lack of knowledge and education 	<ul style="list-style-type: none"> • capacity building, training program, awareness campaign
<ul style="list-style-type: none"> • not so responsible for what they do 	<ul style="list-style-type: none"> • conduct meeting with them and revise the regulation of the committee member
<ul style="list-style-type: none"> • conflict of interest (finance) 	<ul style="list-style-type: none"> • clarify the issue—benefit distribution • encourage people to speak out their opinion
<ul style="list-style-type: none"> • Culture of the villager such as village ceremony 	<ul style="list-style-type: none"> • suspend to the following month
<ul style="list-style-type: none"> • not clear about the policy and regulation of the project 	<ul style="list-style-type: none"> • The villagers set up the committee for monitor on expense and putting money in the safe box.

Barriers to communication between CB and Mlup Baitong and Solutions

Barrier	Solution
<ul style="list-style-type: none"> ● lack of internal communication 	<ul style="list-style-type: none"> ● inform directly to the management director
<ul style="list-style-type: none"> ● unaware of limitation and areas of task 	<ul style="list-style-type: none"> ● wrote the apologize letter
<ul style="list-style-type: none"> ● conflict of interest, the misunderstanding and mistrust, lack of willingness and commitment 	<ul style="list-style-type: none"> ● visiting the committee members' houses to explain them ● encourage people to speak out their opinion in the meeting
<ul style="list-style-type: none"> ● Improper tone of language 	<ul style="list-style-type: none"> □ exchanging reasons □ inform this issue to the director
<ul style="list-style-type: none"> ● Lack of knowledge and skill of communication 	<ul style="list-style-type: none"> ● prepared the note for the community
<ul style="list-style-type: none"> ● use channel in inappropriate situation 	<ul style="list-style-type: none"> ● clarify with them several times ● meet them face to face
<ul style="list-style-type: none"> ● not responsible for task and responsibility 	<ul style="list-style-type: none"> ● delegate the tasks to the committee, ● surely confirm and clarified with them about the tasks

Barriers to communication between CB and Commune Council and Solutions

Barrier	Solution
<ul style="list-style-type: none"> • lack of participation and willingness 	<ul style="list-style-type: none"> • ask committee to discuss by themselves or making decision later
<ul style="list-style-type: none"> • lack of internal communication 	<ul style="list-style-type: none"> • monitor the information flow
<ul style="list-style-type: none"> • The internal conflict 	<ul style="list-style-type: none"> • find another assistance
<ul style="list-style-type: none"> • the illegal logging in the protected area done by the powerful person 	<ul style="list-style-type: none"> • made letter to the Provincial or other upper level
<ul style="list-style-type: none"> • unclear communication representative 	<ul style="list-style-type: none"> • give feedback and monitoring
<ul style="list-style-type: none"> • hard to make decision because of nepotism 	<ul style="list-style-type: none"> ▣ requests the commune chief to enforce the law ▣ tries to monitor the process

Barriers to communication between CB and National Park and Solutions

<ul style="list-style-type: none">• busy → cannot attend the meeting and catch the illegal logging	<ul style="list-style-type: none">• The committee kept the evidence until the rangers come
<ul style="list-style-type: none">• far distance	<ul style="list-style-type: none">• make phone call but sometime the server does not work.
<ul style="list-style-type: none">• misunderstanding → feel irritated	<ul style="list-style-type: none">• made apologized letter
<ul style="list-style-type: none">• the illegal loggers were angry with the community and because many of them have strong back supporter	<ul style="list-style-type: none">• committee members explain the criminal the reason community do this

Barriers to communication between CB and Tour Company and Solutions

<ul style="list-style-type: none">• change of product and service price	<ul style="list-style-type: none">• inform to the tour leaders and
<ul style="list-style-type: none">• lack of feedback to the committee and understanding	<ul style="list-style-type: none">• explain the reasons to the company,• do and let them understand and see the difficulty
<ul style="list-style-type: none">• cannot contact back and hard to find them when they use 023 (except Intrepid)	<ul style="list-style-type: none">• Asking the name of contact person and his phone number but occasionally he still forget to ask
<ul style="list-style-type: none">• when community has prepared everything, they didn't come or inform to the community at all.	<ul style="list-style-type: none">• Ask them to pay for not coming but they do not pay (except Intrepid).

Barriers to communication between CB and Visitors and Solutions

<ul style="list-style-type: none"> giving low value 	<ul style="list-style-type: none"> keep patient and friendly with them and explain
<ul style="list-style-type: none"> English language and knowledge are limited 	<ul style="list-style-type: none"> apologize to visitor provide training course support the English study club through charity.
<ul style="list-style-type: none"> feel not close relationship 	<ul style="list-style-type: none"> continue to communicate so that become smooth.
<ul style="list-style-type: none"> lack of signs of information 	<ul style="list-style-type: none"> no comments
<ul style="list-style-type: none"> lack of channels or strategies for giving feedback and implementation 	<ul style="list-style-type: none"> no comments

Barriers to communication between CB and Visitors and Solutions (cont.)

<ul style="list-style-type: none">• they feel lonely coz no one can speak English with them	<p>no comments</p>
<ul style="list-style-type: none">• lack of awareness	<ul style="list-style-type: none">• establish direct and indirect environmental education strategies
<ul style="list-style-type: none">• Many domestic tourists do not prefer with the far distance from parking place to the water fall	<ul style="list-style-type: none">• explain them the reason of doing this
<ul style="list-style-type: none">• tourists blame the guide with anger because of tiredness	<ul style="list-style-type: none">• still continue as usual• still be patient and keep friendly with them

Barriers to communication between CB and Provincial Tourism Department and Solutions

- | | |
|--|--|
| <ul style="list-style-type: none">• the per-diem given by the community to the tourism department police is considered not enough. | <ul style="list-style-type: none">• told and explain this issue to the director of Provincial Tourism Department |
|--|--|

Conclusion and Recommendation

Conclusion:

- ❑ It is admitted by many stakeholders that the communication between stakeholders in Chambok CBET site works better comparing to the beginning stage since there were some barriers are solved while there are some other barriers are existed at Chambok site.
- ❑ At the same time, there are some message that Chambok community should enhance with visitors
- ❑ The nature of the community, lack of consideration on human security, lack of internal communication, and lack of mutual understanding, respect and trust are the key barriers for all stakeholders involving in communication.
- ❑ In addition, the use of those channels of communication strongly depends on the flexibility of the communicator, context, distance and level of urgency.

Conclusion and Recommendation (cont.)

Recommendation

- ❑ The benefit should be distributed widely to the villagers in order to reach the alternative livelihood for local community
- ❑ The capacity building and training program to the local community as well as English language for local guide is still needed
- ❑ Enhance interaction opportunity between local community and visitors for educating and alleviating the negative impact in the site
- ❑ All stakeholders involving in communication should follow up and give feedback to each other
- ❑ The marketing strategies of the Chambok site should target the proper and desirable visitors for the site
- ❑ The direct communication should be enhanced between tour company and local community
- ❑ The stakeholder should responsible for the mistake of communication especially tour company
- ❑ The mutual respect, trust and understanding should be carried out between stakeholders.



Thanks for your attention



Comments and Questions

