

PARTNERSHIP BETWEEN KAMPONG CHAM, KAMPONG SIEM, TAKHMAU AND THE CITY OF CHILLIWACK

PROMOTING CITY BRANDING, BUSINESS DEVELOPMENT, INVESTMENT ATTRACTION AND TOURISM DEVELOPMENT

1. Overview of the project

1.1. Summary

With financial support from the Department of Foreign Affairs, Trade and Development of the Government of Canada (DFATD) through the Municipal Partners for Economic Development (MPED) program, the National League of Local Councils of the Kingdom of Cambodia (NLC) and the Federation of Canadian Municipalities (FCM) are promoting the role of local governments (LGs) in local economic development (LED) in Cambodia. A key component of MPED is the implementation of demonstration projects through which communes/sangkats and districts/municipalities spearhead new models, new practices and new tools to advance economic development in their communities.

In April 2011, through a competitive process, Kampong Cham municipality of Kampong Cham province and Takhmau municipality of Kandal province were selected as demonstration project locations. They partnered with the Municipality of Chilliwack, British Columbia in Canada in a capacity building process for the implementation of their respective LED plans. After seeing the potential of tourism development, Kampong Siem district, which is located around Kampong Cham municipality, was included in this partnership in 2013.

Kampong Cham and Takhmau municipalities are urban, commercial centres with significant investors in services such as hotels, restaurants, transport companies and banks. In this way, they provide accommodation and various services to tourists and business activities. Moreover, Kampong Cham municipality and Kampong Siem district are located close to each other, and some tourist attractions or resorts are found in Kampong Siem territory, which surrounds Kampong Cham municipality. In short, visitors can enjoy tourist attractions in Kampong Siem district and get accommodation and various services in Kampong Cham municipality. On the other hand, Takhmau borders the capital of Phnom Penh; the municipality is very well located for business tourism and provision of services to attract visitors and businesspeople to make investments.

However, the three municipalities/district face significant economic development challenges, including limited budgets, limited access to technical expertise, lack of physical infrastructure and limited experience in decentralization reforms.

Therefore, the demonstration projects were designed to strengthen their capacity to promote tourism development and increase the number of tourists, with the ultimate goal of improving the livelihoods of local people.

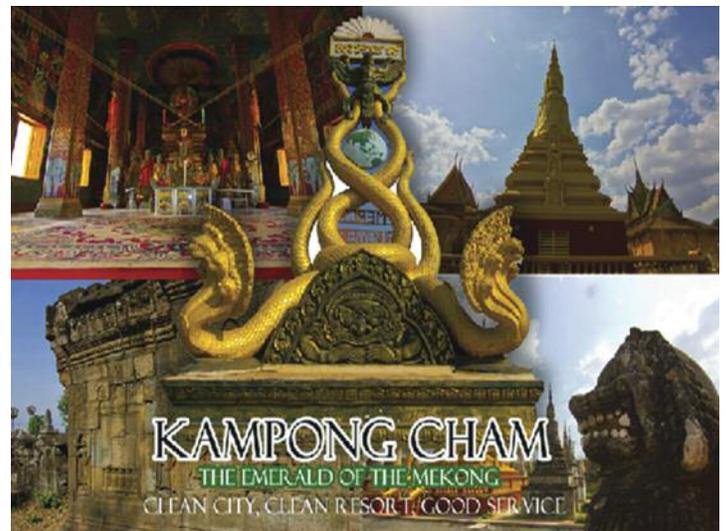
1.2. Project methodology

To move the LED plan forward, a working group at the three LGs was established. The group plays an important role in formulating quarterly and yearly activity plans and budgets, conducting monitoring and evaluation, and seeking solutions to problems. Members of the team include: district/municipality councillors, board of governors, commune/sangkat councils and district/municipality line offices. The following steps were taken by the LED working group and supported by NLC, the Chilliwack team and the local coordinators of the demonstration project.

Step 1: Development of LED strategic plans

The first step was the development of an LED strategic plan for each municipality/district that would identify through a consensual process a list of economic development priorities. A delegation from Chilliwack provided support to Kampong Cham and Kampong Siem for this exercise. Kampong Siem district went through a similar exercise when it joined the project, but with support of the two initial municipalities.

To develop the LED strategic plan, a consultative workshop invited relevant stakeholders to identify



economic priorities. The target districts worked out their visions, core activities, mechanism and expected outputs to promote LED. As a result of the workshop, each LG came up with an LED strategic plan, which lays out the main activities and indicators to promote tourism and business development.

Opportunities for Kampong Cham would involve building on its existing tourism potential, stemming from its location on the Mekong River, the number of cultural sites in the area and the Provincial Tourism Department office located within the municipality. For the municipality of Takhmau, based on its proximity to Phnom Penh and advantage as growing suburb and industrial centre, the identified priorities would involve attracting investment and city branding. Finally, Kampong Siem decided to capitalize on its rich cultural and tourism assets to promote tourism. The strategic plans were then incorporated into the municipal plans, which provided timelines and resources for implementation.

Step 2: Kampong Cham and Takhmau implemented the action items for city branding

Tourism development planning led to the idea of city branding, which helped promote Kampong Cham and Takhmau to visitors and investors. With the support of Chilliwack, the two municipalities worked to develop their identities and develop visual identifiers. Kampong Cham municipality created a new logo, along with the slogan “Emerald of the Mekong”, while Takhmau municipality created a logo, along with the slogan “Takhmau, the Green City”. The logos and slogans have been used for all publications, websites and communications. A company from Chilliwack helped develop their municipal websites and brands. The municipality of Kampong Cham also collaborated with NLC and the Kampong Cham Department of Tourism to develop a tourism brochure and map that highlights local attractions, restaurants and accommodations. For Takhmau, the objective of the branding was essentially to promote business opportunities. In all three locations, campaigns such as the Clean City campaign and the reduction of plastic bags and paper products were initiated. These campaigns will continue to involve citizens and business leaders.

Step 3: Kampong Cham and Kampong Siem implemented the action items for tourism development

NLC continued to support efforts to promote tourism by hiring a local consultant to develop accommodation standards and to make recommendations on potential areas for improvement. This was a good way to start involving local businesses so they would themselves identify what improvements they can make. The local LED working group has created a number of working committees such as the Moto Taxi Group, the Restaurant Group, and the Hotel and Guest House Group, to provide

training for local businesses to enhance their capacity and knowledge base. Study tours, provision of uniforms and establishment of accommodation standards all help to encourage working groups to improve their businesses, which in turn translates into increased economic growth and activities.

Study visits were organized in the country and in Thailand. Through these visits, the three local governments learned how LGs in Thailand mobilize funds for infrastructure development and how they organize people into community groups to promote tourism by utilizing natural and domestic resources. Moreover, they also learned about establishing tourism associations.

Step 4: Takhmau developed its business attraction strategy

The development of the Business Attraction Strategy used the expertise of a Cambodian consultant working with NLC and Takhmau city officials and staff. The rationale for the strategy was to capitalize on Takhmau’s location near Phnom Penh and begin the process of developing investment opportunities in key areas. The Business Attraction Strategy is an important tool for the municipality to continue to mobilize the business community and attract new investment. The LED working group has created a number of working committees, such as the Plant Planting Group and the Restaurant Group, to provide training for local businesses to enhance their capacity. Training and study tours have provided the groups with knowledge to improve and grow their existing businesses.

Step 5: Kampong Cham is working to build sustainability of tourism development

The municipality created the “Neak Poan Tourism Network”, with participation from both the public and private sectors. The network is membership-based and needs donors’ support for long-term sustainability. Members of the network include tricycle drivers, motor taxi drivers, hotels, guesthouses and restaurant owners,



tour guides and other service providers. A Tourism Network Strategy will establish a framework for moving forward and provide the group with the necessary documentation to apply for sources of funding and partnerships.

Step 6: Capacity building of target groups

As part of both city branding and improvement of the tourism offer and business environment, the project developed a capacity building plan for groups created during the project. Kampong Cham and Takhmau targeted food vendors along riverbanks, businesspeople, and hotel and restaurant owners. Kampong Siem targeted food vendors at temples and people living along the road to tourism destinations and motor taxi drivers. Capacity of the target groups has been built through meetings, workshops and trainings related to maintaining aesthetics and public order, hospitality, hygiene and food services to enhance service quality. Entrepreneurship skills were also taught to the target groups, especially business groups.

The capacity of leaders in the three LGs, as well as commune-sangkat councils, has also been enhanced through coaching from the Chilliwack team, workshops and study tours inside the country and in Thailand. They learned about successful practices and experiences in promoting tourism development.

1.3. Partners and stakeholders

The main stakeholders involved in this project were:

The **LED working group** is headed by the municipality/district governor. Members of the group include: municipality/district councillors, board of governors, commune-sangkat councils and municipality/district line offices. The group plays an important role in formulating quarterly and yearly activity plans and budgets, conducting monitoring and evaluation and seeking solutions to problems. The group meets on a quarterly basis.

The **private sector**, which includes businesspeople, hotel and restaurant owners, is an important stakeholder and beneficiary. Businesses have actively participated in meetings, workshops, trainings and information dissemination.

The **City of Chilliwack** has been central in providing leadership and coaching in the process of strategic planning, city branding and investment mobilization. It provided advice and capacity building to the local team throughout the life of the project. Chilliwack also mobilized a local company to develop websites for Takhmau and Kampong Cham and trained local staff on its updating and maintenance.

Commune-sangkat councils in target areas played a crucial role in mobilizing community people, street vendors, and hotel and restaurant owners to participate in project activities.

The **Provincial Department of Tourism** actively provided technical support to the district/municipality administration. The department plays a central role in providing information for the development of the municipality's webpage, tourism guidebook and leaflet.

In Kampong Cham, the **working group to evaluate hotels and restaurants** played an important role in project activities. The group is chaired by the municipal governor, with members from the Provincial Departments of Tourism, Health, Environment, Land Management, Urbanization and Construction. The group is tasked with assessing, monitoring and developing standard for hotels, guesthouses, restaurants, construction, service provision, public order promotion and safe food handling.

The project's **local coordinator** also plays an active role in coordinating relevant stakeholders in project activities. He cooperated with people from municipality/district line offices, as well as provincial administrations.

2. Project results

2.1. Expected versus actual results

The main expected output of the project was to strengthen the capacity of the three target LGs to increase their awareness of LED and to develop a LED strategic plan with technical support from the Canadian partner city.

The second expected output was to develop the capacity, knowledge, skills and experiences of leaders of collectivities and community, village and target groups to sustainably enhance the quality of public, private and community services to attract visitors and investors in tourism in order to improve people's livelihoods, particularly those of the poor and women.

The final output was to publicize tourism potential through the website and outreach campaigns (posters), and capacity building for municipalities/district and commune/sangkat officials.

Through the project intervention, significant achievements were made as described below:

Understanding LED and Enhancement of Leadership

The concept of LED was new for the three target LGs. They became aware of the concept through their involvement in the LED strategic planning process. As a result, the three LGs mobilized and coordinated all stakeholders to contribute and participate in the project,

especially from the provincial level and private sector. The LED strategic plans were developed and adopted by the three LGs.

With technical support from the Canadian city partner, the leaders of the three LGs started to define and implement specific actions to move the LED strategic plan forward. Their leadership skills have been enhanced through workshops and study visits in the country and in Thailand.

Kampong Cham municipality initially thought the partner city would help build physical infrastructure in the municipality. But soon the leaders realized the real objective was the transfer of knowledge, experiences and methods to mainstream LED with stakeholders. Once this was integrated, the municipality started to actively seek cooperation with private investors and provincial departments, especially the Provincial Department of Tourism.

Kampong Cham municipality started to work harder by using its capacity in resource mobilization, especially from the private sector. With full support from Kampong Cham provincial government, the municipality had been working to motivate and encourage businesspeople to put their efforts and investment into tourism.

Development of a Tourism Guidebook and Municipality Webpage

Aside from the logos and slogans, Kampong Cham and Takhmau municipalities also developed resources such as a tourism guidebook, tourism brochure, a tourism leaflet and a webpage to assist in promoting the tourism sector and to encourage private investment. The tourism guidebook, entitled *Kampong Cham, the Emerald of the Mekong*, was produced in two languages: Khmer for domestic tourists and English for foreign visitors. The guidebook has enabled national and international tourists to identify and locate interesting destinations and services in and around the municipality. A tourism

leaflet was also developed by the two municipalities. The tourism leaflet contains a map of the municipality and information about tourist areas and recreational centres, etc.

With technical assistance from Chilliwack, Kampong Cham and Takhmau also developed a webpage in Khmer and English. The guidebook, tourism leaflet and website are valuable tools to promote the community, business and tourism opportunities and partners such as hotels, guesthouses, restaurants and transportation services. The two municipalities have assigned skilled staff to maintain the webpage.

Also through the LED project, Takhmau municipality decided to develop and print its calendar for 2015. The municipality distributed it to relevant stakeholders.

Encouragement and Motivation of Private Investment

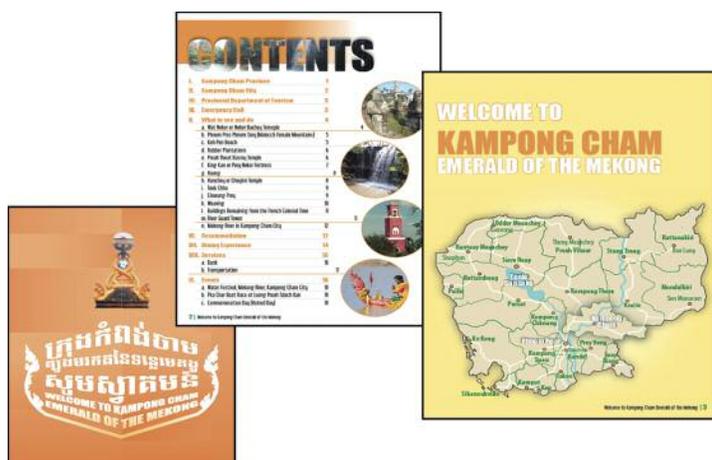
Participation from the private sector is an important element in the promotion of tourism and business. Kampong Cham municipality successfully worked to motivate and encourage businesspeople to put their efforts and investment into tourism.

In July 2013, the Kampong Cham provincial government decided to lease 300 square metres of land stretching along Mekong riverbank, north of the Kizuna Bridge, for 25 years and transform it into a tourism centre. The land was leased out at a very low price of just 1 million Riels (around \$250) per year. This was a measure put in place to help motivate private investment.

Encouraged and motivated by Kampong Cham provincial government and the municipality, Mr. Peng Chhun, 35, invested more than \$200,000 to develop the area as a tourism centre, which includes an information counter, a mini mart, a souvenir shop, a restaurant, a sight-seeing platform and traditional art exhibitions. The restaurant includes both international and Khmer-style dishes. The development of the tourism centre alone provided jobs to more than 40 people.

The tourism centre is named “Kampong Cham, Kampong Chet”, which means “Kampong Cham, a Pier of Love”, is attracting tourists who travel along the Mekong by boat and local visitors. Local residents started to appreciate the development of the tourism centre, which is open from morning till midnight.

Unfortunately, in November 2014, a flood caused a landslide of the riverbank, which seriously damaged the tourism centre. This natural disaster brought activities at the centre to a standstill. Luckily, this crisis attracted the attention of the Royal Government of Cambodia. A feasibility study on the riverbank renovation was immediately conducted by the Ministry of Water Resources and \$3 million of the government’s budget



was used to rehabilitate the riverbank, which stretches over 1,200 m. The flood has become an opportunity for the municipality to have the riverbank renovated.

Some 150 metres of land along Mekong riverbank, south of the Kizuna Bridge, was contracted for a new tourism centre at no cost to Mr. Peng Chhun to develop a new tourism centre. It includes an information tourist room, a souvenir room, restaurants, a drink shop, a kids' zone, a gym and an organic vegetable garden. This new site, bigger and better than the previous one, sits near a bamboo bridge connecting an agricultural island in Kampong Siem district. On top of this, Mr. Peng Chhun is committed to repairing the damaged tourist centre once the riverbank is completely rehabilitated.

Rehabilitation and Construction of Physical Infrastructure

Provincial and municipal governments in Kampong Cham and Kandal provinces realized the importance of building physical infrastructure to create a favourable environment for economic activities and tourism promotion. Then, Kampong Cham and Takhmau municipalities started to develop infrastructure in the municipalities by seeking support and cooperating with provincial governments.

Upon seeing the importance of this investment, the Kampong Cham government invested in renovating the Mekong riverbank and a platform for the annual Water Festival with the aim to increase visitor traffic to the city. Also, a number of other improvements and landmarks were developed. The provincial government also focused on renovating a pier to attract tourists who travel along the Mekong by boat.

Moreover, Kampong Cham municipality is working to expand entry routes into the city. Seeing the economic potential of Kampong Cham municipality, a 779-m bridge is being built with financing from the national government to connect the municipality to the Koh Pen beach in Kampong Siem. The beach attracts many tourists that come to bathe, relax, breathe fresh air, sunbathe, take pictures, watch the sunset, rest in kiosks



and enjoy food and drinks. The bridge will be completed in 2016. With the bridge, visitors could ride a bike to visit agriculture communities, which opens the possibility of a home stay program in the community.

Additionally, to attract international sporting events in Kampong Cham municipality, an international-sized swimming pool is being built by the Ministry of Tourism. The ministry is spending \$1 million to build the pool, which will be completed in June 2015. A clean water plant is being built with financial support from the Royal Government of Japan through the Japan International Cooperation Agency (JICA). The plant will provide high quality and quantity of water.

With the development of the Business Attraction Strategy of Takhmau municipality, Kandal provincial government has also begun to consider transforming the municipality into a business and tourism centre. With this roadmap, Takhmau's Prek Tnout riverbank has been renovated to be more environmentally friendly. The riverbank renovation is conducive to the municipality's night market, which serves food for local people. An 855-m bridge across Basac River was completed in 2014. The bridge connects the city to the southeastern parts of the country and will become busy because it is a gateway to transport agricultural products to the city and the capital of Phnom Penh.

Overall, both Kampong Cham and Takhmau municipalities succeeded in paving streets, adding a network of public lighting and developing clean water and waste management systems. With technical support from provincial line departments, the two municipalities installed traffic lights at busy crossroads to control traffic.

Initiatives to Organize Events

The target LGs came up with various events to attract the attention of local people and tourists. In Kampong Cham, a private investor was engaged to develop a night market, which has attracted both domestic and international visitors. In 2014, Kampong Cham municipality allowed more than 12 music concerts for local residents. The municipality plays an important role in providing security.

In early February 2015, Takhmau organized an event called "Run for the Environment" to raise awareness of people residing and working in the city about the importance of a clean city. Money collected from the event was used to buy trash bins and toilets that were placed in public gardens. The results were encouraging and the municipality is committed to organizing the event twice a year.

Also, trade fairs were organized in Kampong Cham and Takhmau. The two municipalities are trying hard to organize more such events.

Development of Business Attraction Strategy

The Business Attraction Strategy of Takhmau municipality was successfully developed in July 2013. This strategic document, produced in Khmer and English, is a baseline for the municipality to make use of its assets and resources to develop its local economy. It can also be used by citizens and organizations. This strategy is an important information tool for national and international investors who intend to invest in Takhmau. Workshops were organized to disseminate the strategy to relevant stakeholders.

A Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis of Takhmau was conducted. Takhmau has a lot of strengths and it certainly also has the ability to overcome its weaknesses. Key strengths to attract investors include proximity to the centre of Phnom Penh, its physical space, the substantial improvement in infrastructure, and available financial services. With business-minded central and local governments and opportunities that have emerged, Takhmau has clear potential to become the alternative destination for both local and international investors. Overall, Takhmau has clear comparative advantages in promoting the city to specialize in four areas: tourism, residential hub, manufacturing and plant nursery.

Formation of Groups and Network

A tourism network called “Neak Poan Tourism Network” was established in Kampong Cham. The network was recognized by the Kampong Cham municipality governor on July 22, 2014. Members of the network include tricycle drivers, motor taxi drivers, hotels, guesthouses and restaurant owners, tour guides and other service providers. The network encourages its members to cooperate with one another to increase the number of visitors, and develops tourism packages for tourists. The network operates with the support of Kampong Cham and Kampong Siem LED working groups.

Two groups were established to maintain aesthetics and public order in tourist sites in Kampong Siem district, one in the Nokor Bachey ancient temple and the other in the Hanchey Mountain tourist site. The two groups are recognized by commune councils. Members of the group, who are food vendors at tourist sites, play an important role in keeping the sites clean. Food vendors started to improve hygiene to attract visitors and respond to their needs. Trash bins were put in place for waste disposal.

Aside from the two groups above, a motor taxi group was also formed in Kampong Siem to provide better service for tourists who come to visit Hanchey Mountain. The motor taxi group, formed in January 2014, is recognized by Kampong Siem’s governor. It seeks to provide motor taxi service to visitors, mostly foreigners, who come to visit Hanchey Mountain via boats. The group has 48 motor taxi drivers as members. Greater knowledge about personal hygiene and safe tourist

services has built the group’s capacity to better meet tourists’ needs.

Also, two business groups were organized in Takhmau. One is a group of guesthouse, hotel and restaurant owners. These service providers were trained on hospitality, hygiene and food safety to enhance service quality. This group has a total of 18 members. The other group, an agriculture variety distribution community in Sangkat Takdol, has 16 members. It also joined training sessions on nursery and cross-cultivation of flower varieties to improve quality. Each group meets every three months.

2.2. Compatibility with program crosscutting goals

The project team always aimed for equal participation of men and women in all activities, although it was not always reached. Specific invitations were sent to women, and leaders were told to target women in the dissemination process. Women have been quite active in sharing their knowledge in a number of ways: individually, in group discussions, meetings, workshops and on study visits.

The role and responsibilities of women as leaders are considered in the local government structure and local community. Their presence has influenced decision making and service delivery. Through their participation in the project, women have been empowered and have gained knowledge, skills and experiences related to hygiene and food safety so that service quality could be enhanced. As a result, their contribution to their family income has increased.

The environment and environmental sustainability have been taken into account at every stage of the project. Kampong Cham and Takhmau organized campaigns to raise awareness of local people about the importance of a “Clean City”. In Takhmau, a campaign for a “Clean



City”, which sought to reduce the use of plastic bags, attracted 492 participants (189 women). Also in Takhmau, two dissemination workshops on hygiene for vendors along Bassac River were organized with 87 participants. In early February 2015, Takhmau organized an event, “Run for the Environment”, to raise awareness of people residing and working in the city about the importance of a clean city. In Kampong Cham and Kampong Siem, meetings were organized to disseminate information about public order, aesthetics and hygiene.

2.3. Success factors

The capacity and resources of the three target administrations are limited; therefore, the technical and financial supports from Canadian city partners have been critical. Through the LED planning process, the targeted LGs have fully understood the concept of LED. A LED strategic plan was developed and adopted, becoming a road map to transform the locality into a centre of trade, tourism and administration. Without this type of support, significant achievements could not have been made.

Local leaders were successful in gaining the full support of the provincial governments regarding business and tourism development through the rehabilitation and development of physical infrastructure. The provincial leaders see the importance of having the city, which is the provincial centre, as a centre of trade, tourism and administration. The strategic planning process and result helped convey this message to provincial authorities.

Coordination and participation from relevant stakeholders are important. Provincial line departments, businesspeople, food vendors, motor taxi groups and hotels and restaurants were involved in the LED project. Without their full involvement, successes would not have been possible.

The leadership and willingness of local leaders also play an important part in bringing significant achievements for the project. Leaders of the three LGs are highly committed to the project activities. The LGs worked hard to build trust among staff, commune-sangkat administrations (lowest tier of local governments), private investors, businesspeople and local citizens.

2.4. Sustainability of results

The three LGs are committed to sustaining the results achieved by the LED project. First, they commit to build capacity of their staff who have a role to play in LED. The staff will also continue to promote their administrations through webpages and social media. Second, the LGs will work to mobilize resources from public and private sectors to continue LED priorities. The LGs committed to allocate funds for priorities set out in the LED

strategic plan. Third, the mechanism and various groups established through the project interventions will be strengthened and remain active. The LGs will continue to provide support and build capacity of the various groups established under the LED projects. Kampong Cham will continue to support the Neak Paon Tourism Network and Kampong Siem will also continue to support the motor taxi group. Meanwhile, Takhmau will continue to support the two established groups and keep updating its business attraction strategy.

3. Sharing the experience: What did stakeholders learn from the experience that could be adapted by other municipalities?

3.1. Lessons

First, Kampong Cham learned about the importance of the municipality in encouraging and motivating businesspeople to get involved in the LED project. It is noteworthy that the municipality was open to finding creative ways for municipal financing with support from provincial level, Kampong Cham municipality to lease out 300 m² of land to businesspeople for 25 years with a low price to stimulate investment with a clear legal policy framework. In this sense, commitment to promote cooperation between the public and businesspeople shall stand on ensuring mutual and rightful benefits of the two parties.

Second, local ownership of the LED project is important. To that end, the three target municipalities/district committed budget and time for the project activities. Building on this knowledge, they also created various initiatives such as organizing events to attract attention of local residents and businesspeople.

Third, human resources are important. It is crucial to assign capable and dedicated staff to implement LED priorities. Without this measure, successes are not possible. In each municipality/district, an LED team was established and consisted of core staff and commune-sangkat councils. They would meet every three months to discuss challenges and seek solutions to problems. LED staff shared their knowledge and information once they were back from LED workshops or meetings.

3.2. Good Practices

First, the establishment of working groups is an important step to move forward with the LED strategic plan. Kampong Cham established both a LED working group and a working group “to evaluate hotels and restaurants”. The latter group is chaired by the municipal governor, with members from the provincial line departments. These mechanisms helped the municipality achieve LED project goals and objectives.

Second, it is important to assign willing and dedicated staff to implement LED. Additionally, building capacity for LED-implementing staff is crucial.

Third, information dissemination and sharing supported the project. Workshops and meetings were organized so that relevant stakeholders could be aware of, and understand the importance of, the LED project. Once their awareness and understanding increased, they committed to participating in project activities.

3.3. Success stories

Motor Bike Taxi Group Promotes Community's Service

Chum Touch, 70, lives in Kampong Siem's Hanchey commune. Aside from farming to support his family, he also moonlights as a motor driver, normally riding visitors from the bottom to the top of Hanchey Mountain – a famous resort in Kampong Cham province.

Hanchey Mountain or Chey Kiri Temple, situated 20 km to the north of Kampong Cham city, is a beautiful mountain adjacent to the Mekong River. From the top of this mountain, visitors can see the Mekong River clearly and enjoy the fresh air. Hanchey Mountain also has artifacts, a brick temple, a cubicle stone temple, stupa-like temple (stone) and the Neang Khmao temple. These are all hundreds of years old, built in the Funan and Chenla eras, and await the arrival of interested guests.

In January 2014, Chum Touch was elected to be a team leader of a motor taxi group, based in Hanchey Mountain Resort. The motor taxi group was formed through a MPED demonstration project, implemented in Kampong Siem. The group, "Chhey Kiri Motor Bike Group", consists of 48 members (13 female), who are farmers in Hanchey commune.

The main objective of the group is to provide a friendly motor taxi service to visitors who come to visit Hanchey Mountain. Normally, most foreign visitors prefer to visit the temple by boat. Usually three boats, which load about 40 visitors, would come to visit the mountain every two weeks.

Chum Touch said he wanted the motor bike taxi drivers to be more organized and have good attitude towards tourists and to be polite and hospitable. "I initiated the formation of the motor bike group because I want the drivers to be organized. Previously, when tourists got out from boats, the drivers would 'claim' them by running towards them, and holding their hands to their motor bikes. This was an anarchic act. Sometimes, this caused disputes among drivers in front of tourists. And this made me feel ashamed," said Chum Touch.

After the group was formed, capacity of members was built through training and workshops on providing and keeping the environment clean, personal hygiene and safe tourist services. The LED project also supplied each member with a uniform. Members of the group hold a lottery to decide which ones will provide rides to tourists, ending the practice of rushing towards them when they got off the boats.

Presently, the motor bike service provision runs much better than before. "Now the owners of tourist boats and tour guides trust us. They allow us to transport visitors because they feel more secure," said Touch. "Motor taxi does not earn much money; it is not our profession. But we want to promote the community's service to foreign visitors when we are free from farming," Touch added.

Long Sokchea, 25, voluntarily joined the group because she sees the importance of being part of it. "I expect there will be improvements in my community," she said.

The motor taxi group was recognized by and has gained support from Hanchey commune chief and Kampong Siem governor. Kampong Siem's transport office has helped the group by paving the route, putting up traffic signs and organizing a parking lot, said Chhon Huth, chief of the district's transport office.

Through support from the LED project, the group met in February 2015 to work out the contents of a promotional leaflet. It contains information about the background, objectives, rates of motor bike service and contact numbers of the group. The leaflet will be distributed to service providers such as tourist companies, hotel and restaurant owners in Kampong Cham province, and others.

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