# 4P-T

## Public Private Partnership in Tourism

# HANDBOOK

## PUBLIC-PRIVATE PARTNERSHIP PLATFORM IN TOURISM (4P-T)

Version 1.0
2021

# Contents

# Abbreviations

| | |
|---|---|
| 4P-T | Public-Private Partnership Platform in Tourism |
| DMCs | Destination Management Companies |
| DMOs | Destination Management Organizations |
| IGS | Inclusive Growth Strategy |
| LTA | Local Tourism Authority |
| MIGIP | Mekong Inclusive Growth and Innovation Programme |
| MoT | Ministry of Tourism (Cambodia) |
| MoU | Memorandum of Understanding |
| NGO | Non-Governmental Organization |
| PDoT | Provincial Department of Tourism (Kampot, Cambodia) |
| SC | Swisscontact |
| SPSS | Statistical Package for the Social Sciences |
| SWG | Sub-Working Group |
| ToR | Terms of Reference |
| TWG | Tourism Working Group |
| VF(s) | Visitor Flow(s) |

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# Acknowledgement

# Introduction

## About the Mekong Inclusive Growth
## and Innovation Programme

Mekong Inclusive Growth and Innovation Programme (MIGIP) is a program funded partly by the Swiss Agency for Development and Cooperation. The program aims to develop inclusive growth contributing to job creation and income generation. The four-year original phase of the program, from 2017 to 2020, focused on both agriculture and tourism in Cambodia.

Cambodia's agriculture sector, which is a major employer and livelihood option for the majority of the poor, is one of the key engines for economic growth and poverty reduction in the country. MIGIP works closely with government agencies, private enterprises (both at the national and the local level), research companies, and universities to contribute to Cambodia's agricultural development.

Similarly, tourism sector is a key driver for local economic development in Cambodia. MIGIP recognizes that growth in the tourism sector has the potential to contribute to job creation, revenue generation, the improvement of people's livelihood, and poverty alleviation. To increase the competitiveness of the tourism sector, MIGIP focuses on strengthening destination management structure, processes, marketing, and skills through public-private partnerships at the sub-national level. To achieve this vision in tourism, MIGIP is working in the following intervention areas:

1. Strengthen destination marketing: by developing sub-brands through the Visitor Flows marketing strategy.

2. Improve service quality and skills: by providing in-house trainings aligned with the national standards for low-skilled workers.

3. Strengthen specific visitor flows: by supporting local businesses to develop new products and activities targeted to specific market segments.

4. Enhance destination management structure: by promoting public-private partnership in destination management.

## Purpose of the Handbook

The purpose of this handbook is to provide step-by-step guidelines to development organizations that want to promote sub-national tourism destinations through a public-private partnership platform. The guidelines are modelled on MIGIP's experience of enhancing destination management structure in Kampot, Cambodia from 2017 to 2020.

## About the Model:

## Public and Private Partnership
## Platform in Tourism (4P-T)

A 4P-T operates through the institutionalization of public-private collaboration for various destination management functions. It is based on the understanding that destination management becomes more effective—and the benefits from it more inclusive—when public and private sector stakeholders come together to a setting conducive to two-way communication and discussions.

The core of this 4P-T model is the Tourism Working Group (TWG) comprising of public and private sector members. The responsible team (Project Team) of the organization adopting this model (Adopting Organization) should select the geographical area as the destination on which it wishes to focus and then identify the corresponding local tourism authority (LTA) in charge of that target destination. For MIGIP, the Cambodian province of Kampot was the destination of focus, so the Kampot Provincial Department of Tourism was the relevant local tourism authority.

| LOCAL TOURISM AUTHORITY | Oversees ⟶<br>⟵ Coordinates | TOURISM WORKING GROUP | Coordinates ⟶<br>⟶ Demand for supports | INDUSTRY STAKEHOLDERS |
|---|---|---|---|---|

From this point, and in summary, the goals are to (1) understand the destination and plan for its development, (2) convince the local tourism authority to establish the 4P-T (i.e., the TWG), and (3) induce the established 4P-T to promote the destination, create new tourism products, and improve service provision. In addition to the TWG, MIGIP formed various Sub-Working Groups (SWGs) under the TWG for specific functions or focus areas of the TWG, e.g., for marketing activities.

At its operational maturity, the local tourism authority should be able to oversee the TWG to coordinate with industry stakeholders, while the industry stakeholders can demand support and coordination from the local tourism authority through the TWG, even without the help of the Project Team. This is summarized in the diagram below.

Based on the Kampot experience, this Handbook is divided into 4 stages: Preparation, Start-Up, Implementation, and Phasing Out. The Preparation stage covers the pre-collaboration research and groundwork necessary to start working with the local tourism authority. The Start-Up stage is the institutional setup stage in which the TWG and its crucial SWGs are established. The Implementation stage is when stakeholders collaborate to improve the destination management, from joint marketing campaigns to development and launching of new products. The Phasing Out stage ensures that the local tourism authority is equipped to keep the 4P-T operational as they see fit after the Adopting Organization has concluded the project.

## PREPARATION

- **G1**: Carry out the Visitor Flow Analysis
- **G2**: Develop the Inclusive Growth Strategy
- **G3**: Obtain the Ministry of Tourism's Endorsement

## START-UP

- **G4**: Establish a Working Agreement with the Local Tourism Authority
- **G5**: Mobilize Industry Stakeholders for the TWG
- **G6**: Get Written Endorsement from the Provincial Administration
- **G7**: Officially Announce the TWG Establishment
- **G8**: Hire the TWG Coordinator
- **G9**: Mobilize Industry Stakeholders for the SWGs
- **G10**: Mobilize Industry Stakeholders for the SWGs

## IMPLEMENTATION

- **G11**: Sensitize the Visitor Flows as a Sub-Brand of the Destination
- **G12**: Launch the Visitor Flows as a Sub-Brand of the Destination
- **G13**: Expand the Visitor Flows Campaign through the Local Tourism Authority
- **G14**: Conduct an Annual Visitor Survey
- **G15**: Conduct the TWG Annual Plan Meeting
- **G16**: Visualize and Sensitize the Annual Plan
- **G17**: Conduct the Quarterly Meetings
- **G18**: Identify New Products within the Visitor Flows
- **G19**: Promote New Products within the Visitor Flows
- **G20**: Capacity Building for TWG members

## PHASE OUT

- **G21**: Develop the TWG Operational Document for the Local Tourism Authority
- **G21**: Organize the Project Closing Event

# STAGE 1
# PREPARATION

This stage establishes the foundation for the following stages through (1) thorough research about the destination and relevant socioeconomic circumstances and (2) inclusive project design (Guidelines 1 and 2). Guideline 3 shows a process that may be unique to Cambodia as the PDoT answers both to the Ministry of Tourism at the national level and the Kampot provincial administration at the local level, but the principle may be applicable to the Adopting Organization's Project Team as well.

## Carry out the Visitor Flow Analysis

The Visitor Flow Analysis is a systematic method to understand the destination's tourism potential through actual current flows of visitors. The distinct VFs identified may be seen as the different 'segments' of the destination. VFs will become central in later stage, forming the basis of marketing campaigns.

## Purpose

To identify, validate, and document distinct visitor flows (VFs) in the destination, together with each VF's attributes.

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| 1 | Conduct the scoping visit | To understand the destination's local context, get to know the stakeholders, and draft the visitor flows. | Scoping Visit Report |
| 2 | Organize the VF assessment and validation workshop | To validate the collected VF information with the private sector, PDoT, and other stakeholders. | The destination's VF information is validated. |
| 3 | Prepare the Visitor Flow Analysis Report | To document the results of the VF analysis. | Visitor Flow Analysis Report |

## Guidance on the Steps

### 1. Conduct the scoping visit

The Project Team together with the VF assessment consultant go on the field and speak to different stakeholders to collect the data necessary for understanding the destination and drafting the visitor flows. Stakeholders to speak to include local businesses in the industry, the local tourism authority, other government departments, and other relevant parties. The work is compiled in a scoping visit report.

### 2. Organize the VF assessment and validation workshop

This workshop more closely involves industry players, public authorities, and other stakeholders in the analysis. It involves group discussions and presentations, so care should be taken to select a venue with enough space and appropriate facilities. After the venue and date are confirmed, the Project Team sends out the invitation, complete with specific objectives and agenda for the workshop.

In the MIGIP project, the Kampot PDoT is a key player, so making sure the PDoT Director attend and open the workshop was of vital importance.

### 3. Prepare the Visitor Flow Analysis Report

The report is written based on the information collected during the scoping visit and the VF assessment and validation workshop. The consultant drafts the report and shares it with the Project Team for comments. Once comments are received, the consultant can finalize and submit the report to the Project Team which can then share it with stakeholders, especially those who have attended the workshop.

**Tips**

*i* When conducting the scoping visit, be sure to ask about other resources and contacts to generate more leads and better contextual understanding of the destination.

*i* Keep the list of invitees for comparison against attendees to improve targeted recruitment of stakeholders for inclusivity.

*i* When preparing the Visitor Flow Analysis Report, all strategic visitor flows discussed during the workshop should be highlighted and analyzed by characteristics, motivations, numbers, and visiting times of tourists. Demand and supply of tourism products within these strategic visitor flows should also be reviewed to create a roadmap to finalize the strategic visitor flows within the target destination.

**Tool**

G1-A: ToR for the VF Assessment Consultant.

G1-B: VF Workshop agenda.

G1-C: Invitation letter.

G1-D: Presentation for VF assessment workshop.

G1-E: VF Assessment Report.
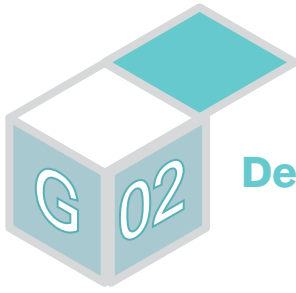
# Develop the Inclusive Growth Strategy

The Inclusive Growth Strategy (IGS) acts as the overarching vision to guide on-the-ground actions in later stages. This Guideline is research-intensive and expands on the previous one, collecting data and information that help ensure the project's inclusivity.

## Purpose

To ensure the operation of and benefits from the whole project are inclusive of all relevant stakeholders.

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| 1 | Conduct the literature review | To review available data and information about the target destination. | Draft of literature revie. |
| 2 | Identify the knowledge gap | To identify the type of information that is crucial for inclusive project design but cannot be found by literature review. | Knowledge gap identified, with supporting rationale |
| 3 | Develop the field investigation plan | To lay out fieldwork details (where, how, and from whom etc.) to get the necessary information. | Field investigation plan |
| 4 | Develop the guiding questions | To guide the conversation with potential information sources. | List of guiding questions |
| 5 | Conduct the field investigation | To fill the knowledge gap. | Field work conducted. |

| 6 | **Develop the first draft of the IGS** | To synthesize the findings thus far and identify destination potentials, market shortcomings, and potential responses. | IGS's first draft completed, according to given format |
|---|---|---|---|
| 7 | **Solicit stakeholders' input** | To ensures that no key issue is overlooked, that more perspectives are incorporated, and that the involvement of wider stakeholders is secured. | Stakeholders' suggestions, comments, and observations collected |
| 8 | **Finalize the IGS** | To incorporate stakeholders' useful input. | Final IGS document |
| 9 | **Utilize the IGS** | To share an inclusive growth vision and maintain focus and coherence throughout the project. | Elements of IGS communicated, as necessary. |

## Guidance on the Steps

### 1. Conduct the literature review

This step aims to understand the destination situation through available information and data. The literature review should focus on understanding the plans and policies that are currently in place, key market actors, the destination's visitor market, and other projects currently running in the same destination.

### 2. Identify the knowledge gap

This step identifies information that the project needs but cannot get through literature review in the previous step. Rationales of why particular type of information is needed should also be provided.

### 3. Develop the field investigation plan

To develop the plan, list all the knowledge gaps in the table, then list how to get the necessary information, whom to approach for the information (and how), and by when.

## 4. Develop the guiding questions

Look within the following areas: Destination, Hospitality, SME, Products, and Promotion and Marketing. Within these areas, apply the identified gaps of knowledge to form guiding questions and the rationale for research to be conducted.

## 5. Conduct field investigation

Use the guiding questions to collect information from various players, including the local tourism authority, visitor information centres, SMEs (in general, as well as different types of tourism service providers), tourists, DMOs, DMCs, other NGOs, and relevant government bodies. Fieldwork also includes observing the landscape and facilities of the destination within all identified VFs, and the transport facilities to and from the destination. Fieldwork may be conducted using a mixture of data collection methods (i.e., informal/formal interview, questionnaire, etc).

## 6. Develop the first draft of the IGS

Based on the total information collected thus far, the Project Team develops the first draft of the IGS. First, an understanding of the relevant market should be developed. Then, a "vision of change" is drafted to outline proposed intervention areas to instigate market growth. The vision of change helps to sensitize local stakeholders to the potential opportunities for growth.

## 7. Solicit stakeholders' input

Information collected forming the basis of the IGS is shared with relevant stakeholders for their input. The IGS is likely to contain sensitive information regarding the behaviours of both public and private stakeholders, so the Project Team should only share selective pieces of information catered to individual stakeholders. In the Kampot intervention, private sector feedback was mainly collected through one consultation workshop session, whilst the public sector was provided with a general overview of the research for validation and approval of future strategy.

## 8. Finalize the IGS

Input from stakeholders is reviewed and the first draft is revised, as necessary. Care should be taken to prepare the Inclusive Growth Strategy in a professional and readily comprehensible document as it will be an important tool of communication for persuading stakeholders to get involved.

## 9. Utilize the IGS

Input from stakeholders is reviewed and the first draft is revised, as necessary. Care should be taken to prepare the Inclusive Growth Strategy in a professional and readily comprehensible document as it will be an important tool of communication for persuading stakeholders to get involved.

**Tips**

*i*    Appoint one person as the main author of the document.

*i*    Check and re-check all data and information.

*i*    Provide evidence and information sources.

*i*    The IGS may even include proposed interventions for later stages.

**Tool**

G1-A: ToR for the VF Assessment Consultant.

G1-B: VF Workshop agenda.

G1-C: Invitation letter.

G1-D: Presentation for VF assessment workshop.

G1-E: VF Assessment Report.

# G 03 Obtain the Ministry of Tourism's Endorsement

In the Kampot project, getting the Cambodian MoT's endorsement signalled that the project was aligned with the national strategic directions for tourism development and helped SC's project team engage with other stakeholders, especially Kampot PDoT. This is specific to Cambodia, but it alerts the Project Team to consider what early actions are needed or helpful for securing full local engagement.
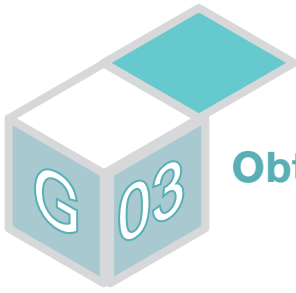
## Purpose

To receive support and legal endorsement for the implementation.

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| **1** | **Prepare the meeting materials** | To help the MoT visualize findings, conclusions, and proposals from the VF analysis and the IGS. | PowerPoint slides |
| **2** | **Set up a meeting with the MoT team** | To present the findings and proposed interventions to the MoT. | Meeting arrangements confirmed. |
| **3** | **Present the findings and propose interventions to MoT** | To obtain MoT's buy-in and set the stage for formal approval. | Findings presented; proposed interventions endorsed. |
| **4** | **Get written endorsement** | To make the MoT's endorsement official. | MoU with MoT signed. |

## Guidance on the Steps

### 1. Prepare the meeting materials

Create a short presentation to visualize the findings and potential strategy for improving the tourism marketing/facilities. The key here is the creation of a destination management structure involving the public-private partnership as an element of implementing the strategy.

### 2. Set up a meeting with the MoT team

The SC's project team pitched the idea to MoT and proposed a meeting. Time, place, and—if appropriate—participants need to be confirmed.

### 3. Present the findings and propose interventions to MoT

Utilize the presentation created in Step 1 to gain the MoT's acceptance at the meeting. This step helped the MoT team visualize the findings and induced them to incorporate the intervention areas into their strategy for the province. The Project Team may also explain the 4P-T concept in detail if the national authority is interested in emulating it on their own elsewhere.

### 4. Get written endorsement

SC shared MIGIP interventions with the MoT, and got an MoU signed by SC Country Director and MoT representative to gain official proof of endorsement. Formal endorsement from the MoT provided a gateway to engage Kampot PDoT more closely.

**T*i*ps**

When working with a government agency, such as the Ministry of Tourism, it is important to identify the right department or unit as the entry point. The department should have direct link with the local tourism authority or oversee the tourism subsector on which the project is focused.

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# STAGE 2
# START-UP

The purpose of the Start-Up Stage is to create the 4P-T by bringing together the public and private stakeholders in the tourism industry within the destination. The work involves some largely sequential back-and-forth between different stakeholders to set up the Tourism Working Group and the sub-ordinate Sub-Working Group(s) as necessary. Some steps are apparently Cambodia-specific, so as before the Project Team should adapt the lessons learned from the experience.

G 04

# Establish a Working Agreement with the Local Tourism Authority

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Establishing a working agreement with the local tourism authority is essential to the 4P-T model. This includes an agreement in principle to set up the TWG, as well as common understandings about including select members of the private industry in the collaboration.

## Purpose

To secure written agreement as to solidify the project implementation

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| 1 | Send MoU copies to the PDoT and the provincial administration | To inform the PDoT and the provincial administration that MoT has endorsed the plan. | Copies of MoU with MoT sent to the PDoT and the provincial administration. |
| 2 | Prepare the meeting materials | To help the PDoT visualize the findings and proposals from VF analysis and IGS; and, crucially, the idea of the Tourism Working Group. | PowerPoint slides |
| 3 | Set up a meeting with the PDoT team | To present the findings, proposed interventions, and the TWG idea. | Meeting arrangements confirmed. |
| 4 | Present the idea of setting up the 4P-T | To convince the PDoT to endorse and participate in the TWG formation. | Ideas presented and agreed. |
| 5 | Get written endorsement | To make the endorsement from PDoT, especially regarding the TWG, official. | Partnership Agreement signed. |

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## Guidance on the Steps

### 1. Send MoU copies to the PDoT and the provincial administration

Electronic and paper copies of the MoU with MoT were shared with PDoT. This was the first step as it provided the PDoT and the provincial administration with the context of the agreement made with the MoT, together with an understanding of how and where SC worked in Cambodia with regards to the project. (Recall that MoT involvement is project specific.)

### 2. Prepare the meeting materials

Prepare visual materials to pitch the TWG as a potential platform to the local tourism authority. First, present the results of the VF analysis and the IGS, then propose the TWG as the partnership platform that the local tourism authority can use to engage the private sector in the destination marketing strategy. In the Kampot project, the team used PowerPoint slides to present the TWG as the 4P-T to the Kampot PDoT.

### 3. Set up a meeting with the PDoT team

Through the right channel, the Project Team should meet with the head of the LTA and other relevant public agencies. SC's fieldworker contacted the PDoT's chief administrator to schedule a meeting with the Director of Kampot PDoT and relevant public sector stakeholders.

### 4. Present the idea of setting up the 4P-T

Utilize the presentation created in Step 2 to present findings and pitch ideas during the meeting with the LTA. This helps the LTA visualize the concept of TWG as a public-private partnership platform to improve coordination regarding the destination's marketing.

### 5. Get written endorsement

The written endorsement involves recording the local tourism authority's agreement to setting up the TWG and to collaborate with private stakeholders on marketing activities for the destination. This sets the formal groundwork for establishing the TWG in later stages. In the Kampot project, SC signed an agreement with Kampot PDoT to this effect.

T*i*ps

*i* It is important to clearly explain that the partnership will include two objectives: 1) support for tourism destination management in the province/destination and 2) establishment of a public-private working group as the core mechanism of support by the project.

Tool

G4-A: Partnership Agreement with the local tourism authority.
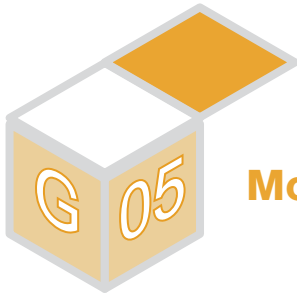
# Mobilize Industry Stakeholders for the TWG

This is another essential Guideline. Note that the private sector stakeholders need to be willing and able to join the meetings in order to gain acceptance by the public sector. In addition, the public sector needs to be consulted, and the final TWG member list must be approved by the local tourism authority. In the Kampot project, the MIGIP team worked closely with the PDoT on this.

## Purpose

To inform private stakeholders of, and recruit their interested members into, the TWG.

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| 1 | **Discuss the establishment process with the LTA** | To agree on the composition of and the processes to establish the TWG. | Composition of and the plan to establish the TWG agreed with the LTA.. |
| 2 | **Talk to private businesses** | To present them the benefits of the TWG and convince them to be members. | List of businesses that the Project Team talked to |
| 3 | **Accept applications from the private sector** | To have businesses sign up on a voluntary basis. | Draft TWG member list |
| 4 | **Organize a meeting with the applicants** | To confirm their memberships and prepare the final member list. | Final TWG member list |

## Guidance on the Steps

### 1. Discuss the establishment process with the LTA

After the agreement with the local tourism authority is signed, members of the Project Team on the field should discuss with the local tourism authority regarding the general strategy for recruiting members and regarding specific private stakeholders that would be suitable for the TWG membership. In the Kampot project, SC fieldworkers proposed the plan for PDoT to approve.

### 2. Talk to private businesses

For this step, the Project Team field members should meet one-on-one with each private sector stakeholder identified in the last step. During the meeting, they should also ask the attendees if they know of any other suitable prospective members for the TWG.

### 3. Accept the applications from the private sector

Private stakeholders' application for TWG membership may be done informally. For instance, when SC fieldworkers initiated communication with private sector stakeholders, their favorable response was taken as a tacit application. Interested stakeholders' contact information was then collected and compiled for the next step.

### 4. Organize a meeting with the applicants

Organize a workshop with all interested public and private sector stakeholders to officially register them as members. The TWG is first constituted by a finalized signed list of all the members who agree to become part of the group.

**Tips**

Utilize contacts and information gathered from VF analysis and IGS to recruit members for the TWG.

One-on-one meetings should be scheduled through emails and phone calls with private sector stakeholders to gauge their interest in the TWG.

Gaining the contact details and business information from the stakeholders may be deemed as officially recognizing their interest in becoming members of the TWG.

Signatures of the willing stakeholders are taken to officially recognize them as members of the TWG.

**Tool**

G5-A: Sample of finalized member list with signatures.

# Get Written Endorsement from the Provincial Administration

In Cambodia, the PDoT as the local tourism authority answered to both the MoT and the provincial administration. Thus, obtaining a written endorsement from the provincial authority was integral to making the TWG an officially recognized mechanism. The MIGIP team found it appropriate to have Kampot PDoT take the lead in this process, and this Guideline details this experience. Again, this project-specific Guideline is included to show how care was taken to ensure the TWG is legitimately and sufficiently recognized.

## Purpose

To be sufficiently recognized and secure legitimacy from the authority

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| **1** | **PDoT sent the request letter to the provincial administration.** | To request for endorsement from the provincial government. | Request letter received by provincial administration. |
| **2** | **PDoT provided additional documents or information as requested by the provincial administration.** | To provide enough reference information. | Enough information provided by PDoT to provincial administration. |
| **3** | **The provincial administration issued the decision to officially establish the TWG.** | To officially and legally establish the TWG. | Decision letter received by PDoT. |

## Guidance on the Steps

1. **PDoT sent the request letter to the provincial administration**

   In the face-to-face meeting discussing and agreeing on the steps required to form the TWG, SC team sought an agreement from PDoT to send a letter to the provincial administration requesting official recognition for the TWG. The MoU signed with the MoT was valuable for this request.

2. **PDoT provided additional documents or information as requested by the provincial administration.**

   PDoT communicated with provincial administration officials to answer their queries regarding the members and functions of the TWG. SC fieldworkers also assisted in this step.

3. **The provincial administration issued the decision to officially establish the TWG.**

   After understanding the mission and vision of the TWG—and receiving sufficient information to their satisfaction—the provincial administration issued a letter to recognize the establish-ment of the TWG as a public-private partnership platform.

**T*i*ps**

*i*    Encourage the local tourism authority to do this instead of the Project Team if this is not originally in the plan of the local tourism authority.

*i*    Link the working group under the Destination Management Organization (if it exists in the destination already) if possible/agreed by the local tourism authority.

**Tool**

💡    G6-A: Official letter issued.

# G 07 — Officially Announce the TWG Establishment

Official announcement of the TWG establishment is conducted by hosting the first meeting with the recognized members to discuss the future strategy of the newly established platform.

## Purpose

To kickstart the TWG's work.

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| 1 | LTA calls for the first meeting with members. | To invite members for the first meeting. | Invitations sent out. |
| 2 | LTA announces the TWG establishment during the meeting. | To officially inform members abouty the TWG establish-ment | Official establishment announced and document distributed to all members |

## Guidance on the Steps

1. **LTA calls for the first meeting with members**

   The local tourism authority invites public and private members that are recognized in the formal decision. This invitation is sent out through physical hard copies and through emails. On the day of or the day before the meeting, the LTA should remind the members to attend the meeting.

2. **LTA announces the TWG establishment during the meeting**

   During the meeting, the LTA shares a presentation showing the members the formal document that officially acknowledges the TWG. After this, there is a discussion about kickstarting the work of the TWG. One of the next steps to be agreed on should be the hiring of a coordinator to manage the activities of the TWG.

**T*i*ps**

*i*  Official invitations to the meeting by the LTA should be formal, and if able, printed.

*i*  Phone calls are utilized to remind members to attend the meeting, but also to increase the personal nature of the communication.

**Tool**

G7-A: Presentation sharing the concept note of the TWG.
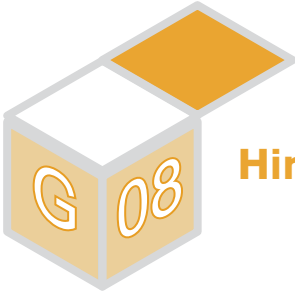
# Hire the TWG Coordinator

Having a coordinator helps facilitate the processes of the TWG. For example, the Coordinator can organize meetings and collect information for the TWG. In the Kampot project, the decision to hire the coordinator was mainly made internally by SC's project team, but the PDoT was consulted on all the steps taken to hire and orientate the TWG Coordinator. This Guideline describes that experience.

## Purpose

To fascilitate the processes of the TWG and execute the implementation

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| 1 | LTA calls for the first meeting with members. | To agree with PDoT on the hiring plan. | Hiring plan agreed by the PDoT. |
| 2 | LTA announces the TWG establishment during the meeting. | To specify the position details. | Terms of Reference. |
| 3 | Validate the Terms of Reference with the PDoT | To engage the PDoT and agree on the Terms of Reference. | Terms of Reference validated. |
| 4 | Announce the vacancy | To look for potential candidates. | Announcement posted. |

| 5 | **Shortlist the candidates** | To identify potential candidates in consultation with the PDoT. | List of shortlisted candidates. |
|---|---|---|---|
| 6 | **Interview the candidates** | To understand the suitability of the candidates. | Shortlisted candidates interviewed. |
| 7 | **Select the final candidate** | To finalize the recruitment with PDoT and agree on the final candidate. | Final candidate selected. |
| 8 | **TWG Coordinator Orientation** | To get the TWG Coordinator ready for the job. | Coordinator Orientation conducted. |

## Guidance on the Steps

### 1. Discuss the hiring plan with the PDoT

The hiring plan (i.e.: funding, job specifications, and qualifications for the candidate) should be discussed with the local tourism authority. In the Kampot project, the hiring plan and even the Coordinator future office location were discussed. Initially, the SC team recommended hosting the Coordinator's office in one of the private members' business location. However, the PDoT decided to host the office within the Department of Tourism.

### 2. Draft the Terms of Referenc

In the Kampot project, the request was placed in by the fieldworker, and the Terms of Reference (ToR) was drafted by SC's internal Human Resources team and approved by the Sector Coordinator and the Country Director.

### 3. Validate the Terms of Reference with the PDoT

The draft ToR was shared with the PDoT for comments and feedback. Though they did not provide any comments, the PDoT validated the document for the recruitment to move ahead.

### 4. Announce the vacancy

The job announcement was posted by SC Human Resources department, which also screened the applicants. Candidates were also sourced from within the Kampot province, as a candidate already based in the destination. The candidate would be a benefit as they would not need to integrate and ingratiate themselves within private stakeholders' circle.

### 5. Shortlist the candidates

Candidates were shortlisted based on their experience and understanding of local culture and their qualifications. The PDoT was consulted on the shortlisted candidates. PDoT officials were also requested to attend the interview but declined the offer.

### 6. Interview the candidates

Candidates are normally interviewed through a standard questionnaire, but a more informal interview approach was used for this position. The candidates were asked about their experiences of Kampot and understanding of the Khmer culture, as well as their perception of tourism management in the destination.

### 7. Select the final candidate

The final candidate was hired after approval from the PDoT. In the Kampot project, the ToR was signed to hire them as an external consultant of SC.

### 8. TWG Coordinator Orientation

The TWG Coordinator was oriented by receiving an overview of MIGIP projects, and through their studying of the IGS and VF analysis. The TWG Coordinator was also oriented on the SC office and the systems SC required them to use for information processing. Finally, the TWG Coordinator was introduced to the PDoT Director and brought to their office.

## T*i*ps

*The Coordinator can either be a local or a foreigner. More importantly, the person should have a good relationship with the private sector and be able to work with the government.*

*For the interview process, use informal techniques with a pre-planned list of general questions.*

*The Coordinator should have a TWG "office", which is best provided by one or more of the TWG members instead of the Project or the Organization's office. This is important to show that the Coordinator is part of the group, not the project team.*

## Tool

G8-A: Sample ToR for TWG Coordinator.
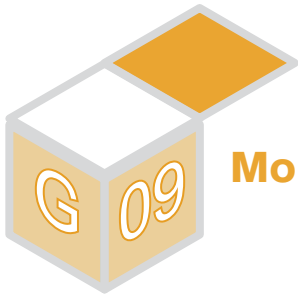
# G 09  Mobilize Industry Stakeholders for the SWGs

The Kampot project aimed ideally to create one SWG for each of the TWG functions (marketing, product development, and skill improvement). One SWG was successfully created for the marketing activities. However, participation in the TWG generally tended to fluctuate; some members could not sustain their participation.

Thus, generally, SWGs establishment can be flexible. It does not have to be a one-off activity and does not need to start right away after TWG establishment as time may be needed to understand different stakeholders' interests and commitment. For example, SWGs may be formed for each Visitor Flow identified or, later in project, for each new product development. The main idea is to bring together stakeholders with common interests and commitment to work on activities of common interests under the aegis of the TWG.

## Purpose

To encourage private sector stakeholders to increase involvement, by distributing the TWG's work according to interest and commitment.

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| 1 | **Identify potential SWGs' leads and members** | To pursue interested stakeholders for further engagement. | TWG members, or external stakeholders, committed to meet for specific discussions. |
| 2 | **Meet informally** | To discuss particular activities with committed members and stakeholders. | Strategy to pitch during TWG meeting. |

## Guidance on the Steps

### 1. Identify potential SWGs' leads and members

Identifying members within the private sector can happen during the TWG meeting. Certain members are more interested in specific activities, and they are more likely to provide time and support towards those activities. The TWG Coordinator usually must initiate contact and gauge the interest of the potential SWG leads/members.

### 2. Meet informally

The Coordinator should gather potential members for each potential SWG in informal meetings. As said, the subject-matter can be about marketing activities, certain product development, or certain targets laid out at the main TWG meeting. SWGs should generally include public and private representation. However, it is possible for certain working groups to be exclusively private or public. It depends on the individuals interested in volunteering their time towards the respective projects. In some cases, stakeholders external to TWG can also be engaged.

**T*i*ps**

*i*    To identify leads for new SWGs, gatherings such as coffee mornings or afternoon cocktails should be held to gauge the interest of and recruit from industry stakeholders.

*i*    Occasionally, some members do not provide their feedback during larger meetings, so 2-3 people is an ideal number within the private sector to gain honest feedback without fear of being penalized or criticized.

*i*    Sometimes a meeting outside of the LTA's office is required, with refreshments, to strengthen bonds between the LTA's officials and private stakeholders who volunteer their time.

*i*    Sub-Working Group members should be willing to present their ideas in TWG meetings, or else the project cannot continue as part of the TWG.

*i*    Quarterly meetings can be new opportunities to form new SWGs for specific products, if the Project Team considers it productive (See Guideline 17 regarding TWG Quarterly Meetings).

**Tool**

(nothing recommended for this Guideline.)

# Announce the SWGs Establishment

**G 10**

## Purpose

To formalize and institutionalize the SWGs

## The Steps

|   | Methodological Step | Purpose | Output |
|---|---|---|---|
| 1 | **Potential members pitch ideas at a TWG meeting.** | To show SWG members' commitment and institutionalize the SWG. | Feedback from TWG President; approval of the activity ideas from TWG members. |
| 2 | **Develop an approved work plan** | To lay out the details for the collaborative work between stakeholders. | Work plan developed, adopted, and updated as needed. |
| 3 | **Monitoring and feedback collection** | To collecting information for gauging the success of the project | Feedback gained to work on future strategy and other activities. |

## Guidance on the Steps

### 1. Potential members pitch ideas at a TWG meeting

Validation from the TWG President is essential. Ideas should be presented by the SWGs' potential lead or members at a TWG meeting. When SWG members pitch the project idea to the TWG President, the group is institutionalized as a SWG of the TWG.

### 2. Develop an approved work plan

Initially, the Coordinator should encourage development of the work plan for the approved idea pitched during the TWG meeting. This is achieved by coordinating meetings with each SWG to work on the plan. The Coordinator should meet with SWGs on a monthly basis to collect feedback and develop future strategy of the activity/product. These meetings also inform the findings to be presented during quarterly meetings. Some examples of SWG's activities from the Kampot project are the Walking Heritage Tour, Mangrove Self-Guided Tour, Kampot Pepper Trail, skills development training, and destination marketing plan.

### 3. Monitoring and feedback collection

It is vital to gain feedback from the SWG after the launch of the work plan's implementation, even though not all data anticipated can be collected.

**Tips**

*i* Each SWG must be prepared for and present at the next/quarterly meetings of the TWG—with support from the TWG Coordinator—in order to pitch the idea and be accountable private sector members.

*i* To gain more accurate qualitative data, work with partners that have technological systems to collect information regarding their sales.

**Tool**

G10-A: Sample Sub-Working Group presentation at quarterly meetings.

G10-B: Meeting minute template for Sub-Working Group meetings.

# STAGE 3
# IMPLEMENTATION

This Stage includes all on-the-ground destination management activities, including a big collaborative marketing campaign, a crucial visitor satisfaction survey, and product development, among other activities.

Recall that the Kampot project lasted around three years; many ideas emerged due to MIGIP project team's adaptation based on assessment of the intervention's progress. Thus, the original sequence of activities has been rearranged so that the Guidelines in this Stage are generally sequential. Nonetheless, some activities are clearly recurrent (e.g., quarterly meetings), and may be better understood as iterative. Ultimately, the Adopting Organization's Project Team should assess evolving circumstances and decide the best course of action. For example, the TWG Coordinator and the Project Team should assess when and how to 'zoom in' and work closely with SWGs or lead members and 'zoom out' and get approval/feedback from the TWG or the head of the LTA—with the goal of moving the project forward and do so as inclusively as possible.

## G 11 Sensitize the Visitor Flows as a Sub-Brand of the Destination

### Purpose

To introduce the visit flows to local stakeholders and sensitize them to the flows as a sub-brand that they can use to market their destination to tourists.

This Guideline is connected to the next, which is centred around marketing campaign launching events. The marketing campaign should be planned accordingly.

### The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| 1 | Form the Marketing SWG | To gather information and mobilize efforts for the VFs' marketing. | Marketing SWG created. |
| 2 | Hire a Marketing Agency | To create marketing content, designs, and materials suitable for the VF campaign. | Abundant content and designs for VF marketing campaign |
| 3 | Create a product list | To collect data regarding all the tourism products available within the identified VFs. | Detailed product list and sufficient information compiled. |
| 4 | Host a Visitor Flows marketing workshop | To pitch the VF marketing materials planned to be created by the agency to local stakeholders. | Feedback and validation received from stakeholders. |
| 5 | Finalize test marketing materials | To incorporate stakeholders' feedback. | Designs finalized for sharing with local stakeholders. |

| 6 | Gather feedback on test marketing materials | To ensure the suitability of the marketing materials as produced | Feedback on actual designs and information collected. |
|---|---|---|---|
| 7 | Soft launch (Test the version X materials) | To make sure local stakeholders are happy with the materials to be used for marketing their destination. | Final feedback from private stakeholders gathered. |
| 8 | Involve the LTA at the final stage | To share private stakeholders' feedback with the LTA and solicit the LTA's feedback. | Marketing materials and campaign endorsed and supported by the LTA.. |

## Guidance on the Steps

### 1.  Form the Marketing SWG

General guidance related to SWG creation has been provided in Guidelines 9 and 10. Of the SWGs to be created, the Marketing SWG should be among the first ones. Ideally, get members who volunteer to participate and aim to include members related to each VF to make sure all 'segments' of the destination are involved.

### 2.  Hire a Marketing Agency

A reputable marketing agency should be hired for this task. The agency should have proven experience and diverse satisfied clients, from NGOs to public and private stakeholders. This proven, diverse portfolio makes them suitable for this type of marketing campaign where feedback provided by many stakeholders needs to be considered. The marketing agency conducts a field visit to the destination to assess it and compile content to use in the marketing campaign.

Some examples of materials in the Kampot project include I-stands, brochures, brochure holders, signs to attached to motorized remorque, and promotion booths.

### 3.  Create a product list

The products and services available within all the identified visitor flows should be identified and categorized. This should be the task of the Marketing SWG, supported by the TWG Coordinator. Pertinent information, such as business names, description of offerings available, contact number, etc., should be identified and compiled. The Kampot project produced VF booklets for the four flows to circulate the compiled information.

### 4.  Host a Visitor Flows marketing workshop

Once the marketing plan has been outlined, ideas for the materials for the launch event should be shared with local public and private stakeholders for a feedback session. The TWG in the Kampot project hosted a workshop in the province. The marketing agency pitched their ideas for the VF marketing campaign, and local stakeholders provided their feedback. The marketing agency utilized the product list and feedback to create the outlined materials.

5.  Finalize test marketing materials

After the workshop, the TWG Coordinator should coordinate with the marketing agency to produce the marketing products for testing. These products should then be shared with local stakeholders, the feedback communicated to the marketing agency, and changes made based on the needs of the local stakeholders.

## 6. Gather feedback on test marketing materials

In this step, the test rendition of the materials are circulated for feedback. One lesson learned from Kampot is that information regarding business (operating hours, services/facilities available, contact details) can be difficult to collect and keep up to date due to the high turnover rate. Defer to/verify information provided by local stakeholders.

## 7. Soft Launch (Test the version X materials)

This soft launch not only focuses on the marketing materials but also uses the materials (already with private stakeholders' input) to promote the VFs in a sort of a trial stage. It is a try-out of the campaign ideas. This can be held as small feedback sessions about the campaign.

## 8. Involve the LTA at the final stage

Campaign materials created by the TWG should be submitted to the local tourism authority for approval. In this process, feedback from private stakeholders thus far should be shared with the LTA as well. After approval, produce the materials needed for the next stage (launching the VFs).

**Tips**

> *i* Get more content from local stakeholders during the workshop.

> *i* In addition to hosting the workshop, other effective ways of gathering feedback from private sector stakeholders include:
>
> 1. The Coordinator initiating small-group interactive feedback sessions with the SWG and other private stakeholders who would like to provide input; and
>
> 2. TWG members dedicated/related to each VF physically meeting with the marketing agency to convey their ideas of the changes required.

> *i* Hard copies of test marketing materials are utilized to gain feedback from local stakeholders.

> *i* It may take a while to validate materials, particularly those with long written, translated content. If the Adopting Organization's working language differs from the local language, it would be helpful to involve a local language expert who can help absorb local players' needs and speed up this process.

> *i* While validating the campaign, some stakeholders will be more satisfied with it than others. It is important to listen to the stakeholders who have supported the campaign when gathering feedback from private sector stakeholders.

> *i* The marketing agency may be unhappy with the number of edits required, but the final step cannot be missed as the campaign cannot be launched if the LTA is not happy with it.

**Tool**

G11-A: Sample ToR for hiring the marketing agency.

G11-B: Sample Workshop Agenda.

# G 12    Launch the Visitor Flows as a Sub-Brand of the Destinatio

## Purpose

To launch the campaign promoting the VFs as a sub-brand of the province as a tourist destination, in itself and as part of the country and the region.

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| 1 | Provincial Launch | To sensitize local stakeholders and tourists in the province to the VFs. | Launch event successfully conducted. |
| 2 | National and Regional Launch | To further promote the destination utilizing the VF campaign. | The VFs are promoted in national and regional tourism events |
| 3 | Gather post-launch feedback | To explore if the VFs can be expanded. | New VFs suggested. |

## Guidance on the Steps

### 1. Provincial Launch

The Kampot project's Provincial Launch was done in PDoT's spaces, with members from the local government and the MoT invited. Some marketing materials are more suitable for the provincial launch than others. The booklets were utilized more than the booth; however, the booth was a good way to promote the VF campaign during tourism conferences, trade fairs, and other events

### 2. Hire a Marketing Agency

There can be delays with launches when working with a variety of stakeholders. Ideally, the VF campaign can be renewed on an annual basis. A lesson learned in the Kampot project was that the national and regional launches could not take place because the provincial launch got delayed past a certain point, thus prohibiting travel arrangements.

### 3. Gather post-launch feedback

The feedback session should be held. It helps the TWG assess its momentum and provides an opportunity to expand the current VFs or explore new ones. The Marketing SWG should continue the campaign whilst also working on renewing it.

**T*i*ps**

*i* Private sector working group volunteers can be difficult to gather. Small groups work better, and in some cases enlisting a lead partner works better than having a sub-working group.

**Tool**

💡 G12-A: Sample presentation for pitching the campaign launch.

💡 G12-B: Sample agenda for the launch event.

# G 13 Expand the Visitor Flows Campaign through the Local Tourism Authority

## Purpose

To maximize the benefits from the marketing efforts and induce the campaign into the institutional level.

This is a good lesson learned from the Kampot project that the Adopting Organization's Project Team should emulate. The Guideline is expressed in terms of that experience.

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| 1 | Share test marketing materials with the PDoT | To sensitize PDoT and local stakeholders visiting their office to the VF campaign. | I-stands depicting the VFs given to the PDoT. |
| 2 | Provide test and finalized materials to the Tourist Information Centre | To sensitize local stakeholders and tourists that visit the Tourist Information Centre. | I-stands given to the Centre; booth created. |
| 3 | Co-create with PDoT in their institutional campaign | To induce the PDoT to adopt the VFs as a larger part of their marketing campaign for the province. | PDoT marketing materials created, which includes VFs. |

## Guidance on the Steps

1. Share test marketing materials with the PDoT

   - Creating visual marketing materials is essential – photos and videos are more popular materials with local stakeholders as it is more universal than written content.

   - Utilizing the right logos in the right order is integral – this must be validated by the TWG President.

   - It is important to have content in the local and the main tourist group's languages.

   - The TWG Coordinator must collect feedback from all volunteer stakeholders and the PDoT, and it is more efficient to meet physically with the marketing agency for certain aspects of the VF campaign, e.g., maps.

2. Provide test and finalized materials to the Tourist Information Centre

   Materials that would be placed in the Tourism Information Centre have to be validated by the President of TWG. I-stands are placed in the Centre to inspire tourists to visit all the flows.

3. Co-create with PDoT in their institutional campaign

   In the Kampot project, the team managed to get VFs materials into billboards created by the PDoT and the MoT, which were placed on the ways into the Kampot province.

## T*i*ps

PDoT appreciates physical marketing materials, especially during the testing phase. This is an important step.

I-stands are an effective way to convey concepts.

It is important to provide the marketing materials to the local tourism authority in the digital format required as changes and edits are sometimes needed to make the designs more suitable for their institutional uses.

Create booklets in other languages to capture more tourists in the market.

Digitalize the booklets to increase global reach.

## G 14 Conduct an Annual Visitor Survey

To determine how satisfied visitors were with the services and facilities available within the visitor flows of the destination.

A visitor survey was conducted in Kampot to find out how satisfied visitors were with the touristic experience in the province. This survey provided data needed to analyze what Kampot needed in order to become a more attractive tourist destination.

In this survey, the Visitor Flows were utilized to divide Kampot into the respective four segments. Within these four segments, tourists were asked to evaluate how satisfied they were with various goods and services offered.

The initial survey results indicated that Kampot lacked the facilities and services to encourage high-end/luxury tourists to stay for longer than a day or two. The main issue visitors faced was the lack of suitable accommodation options.

These results were shared with public and private stakeholders in Kampot. This encouraged them to utilize the 4P-T to improve Kampot as a tourist destination.

The annual visitor satisfaction survey was meant to be implemented on an online platform to provide PDoT with real-time access to the data being collected. However, there were internal technical issues that prevented this from happening. Nonetheless, the visitor survey acted as a backbone to forming a plan for 4P-T activities, as the feedback shaped the plan to strengthen Kampot's attractiveness.

# The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| **1** | **Create the Visitor Satisfaction Survey** | To create a quantifiable way to collect data for stakeholders in Kampot's tourism sector. | Survey created |
| **2** | **Collect the data** | To collect information regarding how satisfied tourists are/were with facilities and services available in Kampot. | Data collected |
| **3** | **Findings & Result Analysis** | To sort the results collected from the survey to analyze how Kampot can be improved to increase visitor satisfaction. | Results collected |
| **4** | **Findings & Result Analysis** | To inform local stakeholders about visitors' satisfaction towards the tourism services utilized. | Suggestions for improving the facilities communicated. |
| **5** | **Findings & Result Analysis** | To collect more recent information of the facilities available in the destination and visitor satisfaction thereto. | More relevant new survey created. |

## Guidance on the Steps

### 1. Create the Visitor Satisfaction Survey

The visitor satisfaction survey was created by splitting the destination into the 4 visitor flows that had been identified. Within these flows, visitors were asked questions regarding their perception of the accommodation, food and beverage, and the available transportation facilities. Within the survey, visitors were asked both to provide ratings (1-Very poor to 5-Very good) and answer open-ended questions.

### 2. Collect the data

Researchers and data collectors, such as university students from Phnom Penh could assist in the data collection in appropriate local sites. In Kampot, these sites included Kampot Town Riverside, Pepper farms, resorts, and bus stations, among others. Data can be collected on both, paper surveys and online survey formats.

### 3. Findings & Result Analysis

The Statistical Package for the Social Sciences (SPSS) was used to organize the findings and to monitor and measure the results. A standard instrument for quantitative data collection, such as the online Kobo Toolbox, can be used. The survey results in the Kampot project were disaggregated according to visitor flows to gauge the visitor satisfaction within each flow. Results were also separated into the various services available in Kampot (accommodation, food and beverage, transportation, tour operators, and tour guides) to gauge visitor satisfaction towards the facilities throughout the province.

### 4. Share the survey results

These results should be shared with local stakeholders to inform them of visitor satisfaction. This should be helpful to form the roadmap for improving services and facilities. The survey results can create an 'icebreaker' effect within the 4-PT, as it creates a starting point for discussions to occur between public and private stakeholders. These results were vital to the Kampot 4P-T process, as they form the backbone of many TWG projects/interventions for the province.

### 5. Start creating next year's visitor satisfaction survey

After sharing the survey results, strategy for improvement is created. However, more data needs to be collected. The satisfaction survey can be augmented based on the changes within the tourism sector.

For example, the visitor satisfaction survey can be:
1. Shortened – to gain more responses.
2. Translated to other languages – to increase the scope of the sample.
3. Augmented for external changes – e.g., to account for the Covid-19 pandemic's impacts.

## Tips

The draft visitor satisfaction survey needs to be validated by PDoT before data collection.

To collect data effectively, bus stations are a good option. Many tourists are usually bored when waiting for their bus to arrive. Also, utilizing a tablet can be more effective than conducting paper surveys, as it makes it easier to organize the findings for the next stage. Kobo Toolbox (https://kf.kobotoolbox.org) as mentioned above can be used to collect responses.

A researcher with prior experience in measuring results will be helpful in analyzing the data collected.

A workshop with public and private sector stakeholders is a good way to share the results.

Asking private sector stakeholders regarding the information they require from visitors is a good first step to draft a new visitor satisfaction survey.

## Tool

G14-A: Sample questionnaire format.

G14-B: Proposal for conducting the survey.

G14-C: Visitor Survey Report template.

# G 15 Conduct the TWG Annual Plan Meeting

## Purpose

To share the results of the visitor survey, brainstorm solutions, and outline the TWG's annual strategy.

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| 1 | **Finalize the agenda** | To decide meeting date and agenda. | Agenda outlined; meeting date confirmed. |
| 2 | **Invite stakeholders** | To have a meeting with the stakeholders. | Stakeholders RSVP |
| 3 | **Co-create with PDoT in their institutional campaign** | To discuss visitor satisfaction survey and the annual plan. | Meeting held. |
| 4 | **Co-create with PDoT in their institutional campaign** | To inform stakeholders after the meeting. | Meeting report |

## Guidance on the Steps

### 1. Finalize the agenda

The Project Team should propose the agenda or the outline of the annual meeting to discuss with the TWG President and request for approval.

### 2. Invite stakeholders

Both public and private sector members need to be present for the annual meeting. Invitations can be sent to private sector stakeholders via email (attaching e-invitation), via phone calls, or formal meetings. In the Kampot project, public sector stakeholders were invited by the PDoT formally through face-to-face paper invitations.

### 3. Host the meeting

The annual planning meeting is held in a formal meeting facility where all the stakeholders come together to discuss a strategy for the TWG annual plan. In the Kampot project, the meeting began with the PDoT Director welcoming the stakeholders and was conducted predominantly in Khmer. Translation to English was needed to increase inclusivity.

### 4. Write the report

After the annual planning meeting, a report was written to convey:
1. The minutes of matters discussed;
2. Responsibilities that various stakeholders had committed to; and
3. The general strategy

The meeting report was written in English to help private sector stakeholders who are not fluent in Khmer understand the strategy. It also served as meeting minutes regarding the discussion and the plans agreed. The TWG Coordinator shared this meeting report with all TWG members, whether present and absent.

**Tips**

*i* Private sector stakeholders are best contacted by the TWG Coordinator via calls. However, reminder emails should be sent the day prior to the meeting with the agenda enclosed.

*i* Meetings should be hosted at either the LTA's office, or a private meeting venue in the region or destination area. Attendance should be recorded, and refreshments provided.

**Tool**

G15-A: E-invitation template for inviting TWG members to the annual meeting.

G15-B: Sample information pack (with agenda, newsletter, and annual working plan enclosed).

G15-C: Attendance list template.

G15-D: Meeting report template.

## G 16 Visualize and Sensitize the Annual Plan

After the annual strategy is agreed on at the initial annual meeting, the plan must be disseminated and shared with as many stakeholders at the destination as possible. The key is to sensitize the TWG annual plan to the stakeholders and to recruit the 'movers and shakers' to move the project forward. In Kampot, this was conducted through the distribution of TWG calendars, showing a breakdown of the activities on a monthly basis. This provided stakeholders in Kampot with a better vision of the work conducted by the TWG.

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| **1** | **Create the annual plan** | To anticipate activities that will occur within the upcoming year.. | Annual plan of activities |
| **2** | **Design the material** | To sensitize local stakeholders to the TWG and the annual plan. | Materials created. |
| **3** | **Disperse the material** | To introduce local stakeholders to the TWG and remind them of the annual plan. | Visibility of the TWG materials in the province. |

## Guidance on the Steps

### 1. Create the annual plan

After the annual planning meeting, the annual plan for TWG activities should be drafted by the TWG Coordinator. The quarterly meetings and activities planned for existing products (e.g., workshops, launch events, etc.) should be noted month by month.

### 2. Design the material

Materials aimed at informing local stakeholders about the TWG, its functions, and its products should be created. A good way of doing this is to create traditional materials, such as calendars, with the TWG annual plan included in it.

### 3. Disperse the material

Once designed and produced, the materials should be dispersed personally by the TWG Coordinator. This gives the TWG Coordinator a good chance to explain the TWG as a 4P-T to private sector stakeholders. Materials should also be given to the local tourism authority to share with other public sector stakeholders.

**Tips**

When creating the annual plan, try to create an event/activity for every product/project every quarter.

Other materials that can be useful on a daily basis for stakeholders can be utilized to sensitize the annual plan (e.g., notebooks with a calendar inside). During the TWG meetings, choices of these materials can be discussed.

The materials should be dispersed by the TWG Coordinator by visiting private stakeholders one at a time, giving the Coordinator the opportunity to interact with stakeholders and educate them on the value that can be generated by participating in the 4P-T.

**Tool**

G16-A: Distribution of TWG Calendar which listed activities planned in each month according to the annual plan.

## G 17 — Conduct the Quarterly Meetings

### Purpose

To provide a platform for the TWG members to discuss progress, adjust activities, pitch new ideas, and form further plans.

For the Kampot project, a newsletter and an info pack were also distributed at each quarterly meeting.

### The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| 1 | Determine the agenda | To structure the meeting and provide stakeholders with information regarding current and upcoming projects. | Agenda drafted and approved by the TWG President. |
| 2 | Invite stakeholders | To gain access to public and private stakeholders. | Invitation sent; newsletter created. |
| 3 | Conduct the meeting | To discuss quarterly progresses. | Minutes taken; newsletter distributed. |
| 4 | Write and distribute the report | To provide written evidence of the meeting, and to inform stakeholders who were not present regarding the progress. | Report written and distributed. |

## Guidance on the Steps

### 1. Determine the agenda

The agenda for the quarterly meetings should begin with a welcome speech from the head of the TWG, and it should include a presentation depicting progress and plans for each project conducted by the TWG. It should also include presentations with ideas for new products under the VF. This agenda should be drafted by the TWG Coordinator and approved by the President of the TWG.

### 2. Invite stakeholders

After the agenda is confirmed, the TWG Coordinator should invite the private sector stakeholders. This can be done most effectively via email, and by creating an e-invitation. Public sector stakeholders are invited by the PDoT personally. The TWG Coordinator should send reminders (with the agenda enclosed) for the quarterly meetings to TWG members (private sector stakeholders) within 24 hours of the meeting.

### 3. Conduct the meeting

The meeting is hosted every three months at either the LTA's venue or a meeting room rented for the purpose. As was custom, quarterly meetings in the Kampot project began with the Coordinator welcoming the local stakeholders and introducing the TWG President for his welcome speech. After every presentation, time should be allocated for a brief Q&A session. The meeting should end with a closing speech from the TWG President followed by a quick discussion and a plan for the next quarter. The TWG Coordinator should moderate the meeting and take minutes for the preparation of the report.

### 4. Write and distribute the report

The quarterly meeting report should be written by the TWG Coordinator. This report should be reviewed by the Project Team, and then sent to the TWG President for approval. After this, the report is sent to TWG members invited to the meeting.

**T𝑖ps**

The agenda should be created based on the activities happening in the previous quarter, and the new and upcoming activities/product for the following quarter.

The meeting date should be decided and communicated at least one week prior to the meeting, to give the stakeholders enough notice and encourage attendance.

Agenda and e-invitation that have been validated should be sent to members prior to the meeting.

When hosting the meeting, the TWG Coordinator should be responsible for welcoming private sector stakeholders and should act as the MC for the meeting.

Presentations, newsletters, and info packs should be prepared for members' use during the meeting.

After the meeting, a report with finalized quarterly working plan and meeting minutes should be sent to members after validation from the LTA.

The report should include the following sections: Introduction, Outcomes of the meeting, Review of previous quarter progress, Meeting outcomes on the actions of the following quarter, suggestions, and conclusions.

Informal meetings should be scheduled during or shortly after the quarterly meetings to encourage involvement and progress within the individual products/activity areas.

Phone calls and emails should be utilized to initiate dialogue with sub-working groups.

**Tool**

G17-A: Sample Agenda.

G17-B: Invitation template.

G17-C: Sample info pack.

G17-D: Sample newsletter.

G17-E: Report template.
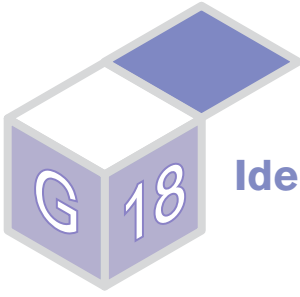
# G 18   Identify New Products within the Visitor Flows

## Purpose

To collaborate with local stakeholders to create new products that could strengthen the visitor flows.

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| **1** | **Invite stakeholders to product (SWG) meetings** | To involve stakeholders who are interested in a specific TWG product. | Existing or new product SWG strengthened or created. |
| **2** | **Discuss new product ideas** | To create a strategy and plan to implement the product. | Plan/Strategy for new product |
| **3** | **Pitch new products at a TWG meeting** | To officially announce the creation of the new product and its Sub-Working Group (if a new one is created). | Approval and suggestions received from TWG members |
| **4** | **Launch new products within the flows** | To launch the new product within the VF regions. | New product launched. |

## Guidance on the Steps

### 1. Invite stakeholders to product (SWG) meetings

At the quarterly meetings, the TWG Coordinator should pay attention to mentions of stakeholders who might be interested in particular activities/products. The TWG Coordinator should then reach out to these stakeholders, whether present at the meeting or not, to have small informal meetings for the purpose of planning for the new product creation. External stakeholders may also be brought in, depending on the nature of the product.

### 2. Discuss new product ideas

Interested stakeholders (or members of a product SWG) should meet informally to discuss the product development. During these informal meetings, the TWG Coordinator should take minutes but also encourage stakeholders to share their ideas on how to develop new products and expand activities. Ideally, the meetings should involve 4-6 members and be held regularly, once a month at a minimum.

### 3. Pitch new products at a TWG meeting

If a product SWG (general or product-specific) has not been formed, pitching the new product during the TWG quarterly meeting officially acknowledges the establishment of the new SWG. (Refer to Guidelines 9 and 10 for SWG formation). If a suitable SWG has already been created the pitching is to seek feedback and approval. In both cases, the idea should ideally be pitched by the lead partner. The TWG Coordinator provides support as needed.

### 4. Launch new products within the flows

Once approved, the products should be launched formally by hosting an event in the province. The President of the TWG could invite members of the public sector at his discretion. During product launch events, the local tourism authority's representative and the SWG's lead or representative member should be present and give speeches.

**T*i*ps**

*i*  Depending on the occupation of the stakeholders, different timings are more suitable than others. Coffee mornings and late lunches are usually suitable times for SWG meetings.

*i*  If funding is involved, that is, the TWG has funding and decides to allocate it for a particular product/activity, then a Partnership Agreement should be drawn to clearly identify responsibilities of each of the stakeholders involved directly in the product (not necessarily the whole SWG membership).

*i*  During discussions of the new product, the TWG Coordinator should encourage members to think about financial efficiency and have them consider other sources of funding aside from the TWG.

*i*  The presentation for pitching a new product should be co-created by the TWG Coordinator and the SWG proposing the product.

*i*  Members of the media may be invited to the product launch event to widely showcase the new product.

*i*  The Coordinator takes minutes of the informal meetings and notes project plan and strategy.

**Tool**

G18-A: Bicycle rickshaw product idea pitch to the TWG.

G18-B: Partnership agreement to support product development of Kampot Pepper Trail.

# G 19 Promote New Products within the Visitor Flows

## Purpose

To strengthen the visitor flows campaign by adding the new products, and to market the new products.

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| **1** | **Discuss products during quarterly meetings and SWG meetings** | To discuss progress and plans for each product. | Plan for the next quarter |
| **2** | **Collect feedback** | To gain new ideas from stakeholders in TWG. | Suggestions for improving the product |
| **3** | **Meet with the Marketing SWG** | To gain access to marketing the product as a sub-brand of the destination. | Product positioned within the Visitor Flows |
| **4** | **Discuss with the LTA** | To coordinate the marketing activities with the LTA. | LTA's suggestions and collaboration |
| **5** | **Implement changes to the marketing plan** | To market the product within the Visitor Flows.. | Product marketed within Visitor Flows. |

## Guidance on the Steps

1. **Discuss products during quarterly meeting and SWG meetings**

   During meetings when new products are pitched, the TWG Coordinator should encourage participants to get involved, and take notes on points mentioned during the discussion, and bring them up during the next SWG meeting

2. **Collect feedback**

   Once feedback is collected from TWG members, the product SWG assesses their plan and the feasibility of the suggestions offered. Sometimes a new member can be invited from the TWG meeting to join the SWG, depending on their willingness and ability to participate in the SWG activities.

3. **Meet with the Marketing SWG**

   After the product has been launched, and feedback has been evaluated, the product SWG meets with the marketing SWG to discuss marketing plans and how to include the product within VFs' marketing. After both SWGs agree on a marketing strategy that is workable, this result is noted by the TWG Coordinator.

4. **Discuss with the LTA**

   The marketing strategy for the product within VF is then presented by the TWG Coordinator to the TWG President or Head of the local tourism authority for approval. Sometimes the LTA has different ideas on how to further market the product. In the Kampot project, the new idea was due to Kampot PDoT's attempt to align the marketing with the MoT's marketing plan.

5. **Implement changes to the marketing plan**

   Once validated, the product and its marketing get implemented and featured as a sub-brand of the relevant VF to market the destination..

## T*i*ps

*i* Utilize presentations to share plans and progresses with TWG members during quarterly meetings.

*i* The TWG Coordinator should ask open-ended questions such as:
  a.   'What do you think about this project?'
  b.   'What would you do to improve this product?'
  c.    'Any suggestions on how to improve the marketing strategy' ?

*i* The TWG Coordinator collects feedback and takes minutes, to be shared with the Sub-Working Group during the informal meeting after the quarterly meeting.

*i* When marketing the product within the visitor flows, cautions should be taken to not overshadow other products within the marketing strategy.

*i* Once changes are implemented to include the new product within the visitor flows, the TWG Coordinator is responsible for ensuring that the information marketed is current.

*i* The TWG Coordinator collects information regarding plans and progress for the SWGs and meet with the LTA personally for sharing and feedback after meeting with the SWGs.

## Tool

G19-A: Product progress update presented at the quarterly meeting.

# Capacity Building for TWG members

Throughout the process, the TWG Coordinator should use available opportunities to strengthen TWG members' capacity. Capacity building comes in many shapes through the TWG. First, members' participation in the TWG quarterly and annual meetings is a form of capacity building in which they build and strengthen their relationship and get exposed to new ideas. Second, the relationship and skillset improve when they collaborate on actual projects, creating new products.

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| 1 | Encourage discussion during quarterly meetings | To discuss issues, problems, and potential solutions amongst tourism industry stakeholders. | Emergent strategy for improving facilities within the destination |
| 2 | Meet with individual SWGs | To encourage stakeholders to collaborate and build stronger relationships with one another. | Solutions; project proposals; implementation plans. |
| 3 | Meet with the Marketing SWG | To encourage public and private stakeholders to discuss ways to improve implementation of the project | Project implementation improved per feedback. |

1. Encourage discussion during quarterly meetings

   In meetings where TWG members are informed of new updates, the TWG Coordinator should induce discussions amongst stakeholders and take notes of their input.

2. Meet with individual SWGs

   After the discussions at the quarterly meetings, the TWG Coordinator should follow up with relevant parties and follow up on the topic of discussion.

3. Discuss the progress at quarterly meetings

   The progress of SWGs' work should be shared with other TWG members at the quarterly meetings. This step is integral to building capacity not only amongst stakeholders, but also amongst individual projects conducted by the TWG.

**Tips**

*i*   Open ended questions in a focus group setting are useful to gain feedback from TWG members in quarterly meetings. This session should be moderated by the Coordinator.

*i*   Always host a Q&A session after every presentation, and at the end of quarterly meetings

*i*   Minutes from the meeting should be turned into a proposed action plan for the SWG.

*i*   Create a proposed plan of action after quarterly meeting to share during sub-working group meetings to kick-start progress within respective activities

*i*   Share quarterly progress and future plan during quarterly meetings for all sub-working group activities.

**Tool**

💡   G20-A: Sample presentation by a Sub-Working Group on the progress of its activities.

💡   G20-B: Sample Sub-Working Group meeting minutes.

# STAGE 4
# PHASING OUT

**G 21**

# Develop the TWG Operational Document for the Local Tourism Authority

## Purpose

To provide an instructional handbook for the local tourism authority should they wish to continue to operate the TWG based on the practices implemented so far.

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| **1** | **Organize a workshop with the Project Team** | To collect the inputs and content for the document. | Inputs and content collected. |
| **2** | **Draft the operational document** | To prepare the first draft of document. | Draft of document |
| **3** | **Validate the document with the TWG/local tourism authority** | To get feedback from TWG/local tourism authority. | Feedback collected. |
| **4** | **Finalize the document** | To incorporate the feedback. | Document finalized. |
| **5** | **Handover the document to the local tourism authority** | To provide the document to the local tourism authority. | Document handed over. |

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## Guidance on the Steps

### 1. Organize a workshop with the Project Team

The Adopting Organization should hold an internal meeting with all staff members who have participated in the TWG activities. Write a closing report based on the workshop to list achievements, key learning experiences, and challenges. Out of this report, take some elements to present to TWG members.

### 2. Draft the operational document

Based on the discussion during the workshop with the Project Team, an outline for the operational document should be created. The content of the operational document for the Kampot project was drafted by the TWG Coordinator with the support of the SC project team.

### 3. Validate the document with the TWG/local tourism authority

After the operational document is finalized by the Project Team, it should be shared with the TWG members and the local tourism authority for their review and feedback. The feedback may be collected electronically or through an in-person meeting.

### 4. Finalize the document

After collecting the feedback and validating the operational document, necessary changes should be incorporated, and the manuscript finalized to be printed in hard copies.

### 5. Handover the document to the local tourism authority

The operation document should be handed over to the local tourism authority by the Adopting Organization's Project Team in the presence of TWG members. The document should be provided both in a hard copy and electronically (on a hard drive, preferably).

**Tips**

*i* The Project Team should meet physically to discuss and agree on an approach to handover the handbook, projects, and platform.

*i* The operational handbook should be drafted based on an agreed skeleton during the workshop. This should be reviewed by the project team before submission to LTA and TWG members for feedback.

*i* This document should be submitted to, and ideally discussed with, TWG members during a quarterly meeting before being finalized. The LTA is also expected to share their thoughts to be incorporated into the handbook. The Project Team should seek validation from the local tourism authority before printing the finalized hard copy. The handbook should be available in both the local and the Adopting Organization's working language..

*i* The handbook should be handed over to local tourism authority with all the templates and tools included so that the authority is able to continue running the TWG. The Head of the LTA and TWG members are consulted on whether they prefer printed or electronic copies. The handbook should become the property of local tourism authority meaning that they can share it at their discretion.

**Tool**

G21-A: TWG Operation Handbook.

# G 22 Organize the Project Closing Event

## Purpose

To close the project. The closing event concluded SC's time working on tourism in Kampot as part of MIGIP

## The Steps

| | Methodological Step | Purpose | Output |
|---|---|---|---|
| **1** | **Hold a workshop with the Project Team** | To collect inputs for the reports. | Inputs collected. |
| **2** | **Draft the project reports in PowerPoint and Ms. Word** | To document the project activities and results | Reports prepared. |
| **3** | **Collect the Project Team's comments** | To improve the reports' quality and accuracy. | Comments collected. |
| **4** | **Finalize the reports** | To incorporate comments. | Final reports in Word document and PowerPoint slides |
| **5** | **Plan for the project closing event** | To prepare ahead for the event. | Project closing event planned. |
| **6** | **Present the reports at the closing event** | To present the project's results to stakeholders. | Project results presented. |

## Guidance on the Steps

1. **Hold a workshop with the Project Team**

   The Project Team should host a workshop in person to review the achievements and key learning experiences, whilst also observing partners' behaviours for all the functions and projects conducted during Adopting Organization's time running the TWG.

2. **Draft the project reports in PowerPoint and Ms. Word**

   The project reports should be drafted separately, in a PowerPoint presentation to help with visualization for TWG members, and as a Ms. Word document for official records..

3. **Collect the Project Team's comments**

   Collect feedback from relevant members throughout the Adopting Organization. Feedback for the SC's reports was collected from Intervention Leads, through the Sector Coordinator, to the Country Director.

4. **Finalize the reports**

   Consider comments and make necessary changes. Share the documents and presentations with the local tourism authority early..

5. **Plan for the project closing event**

   To host the closing event, a member of the Adopting Organization with knowledge of local culture and language should discuss the project closing event in detail with the head of the local tourism authority and their team. The TWG Coordinator should coordinate this event based on this discussion.

6. **Present the reports at the closing event**

   The presentation of the reports and the handover of other materials are among the key feature of the events.

**Tips**

*i* The workshop can be held at the Adopting Organization's Office, with the Project Team and the Head of the organization present, to discuss the closing report.

*i* Weekly online meetings are helpful to move forward and finalize the presentation.

**Tool**

💡 G22-A: Sample Project Closing Report.

💡 G22-B: Sample agenda for the closing and handover event.

💡 G22-C: Info pack for the closing and handover event.

# 4P-T

## Public Private Partnership in Tourism

**MIGIP**
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